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FM 101-5

DEPARTMENT OF THE ARMY FIELD MANUAL

Ch. 2

**STAFF OFFICERS
FIELD MANUAL
STAFF ORGANIZATION
AND PROCEDURE**

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HEADQUARTERS, DEPARTMENT OF THE ARMY

JULY 1960

CHANGE }

No. 1 }

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D. C. 11 June 1965

**STAFF OFFICERS FIELD MANUAL
STAFF ORGANIZATION AND PROCEDURE**

FM 101-5, 19 July 1960, is changed as follows:

1. Remove old pages and insert new pages as indicated below:

Remove Pages	Insert Pages
/ 23 and 24----- / 31 through 38-----	/ 23 through 24.1 / 31 through 38.2

2. The following change will be made in pen and ink:

Page 25. Delete last sentence of paragraph 3.8c(8).

3. Paragraphs that have been added or changed are indicated by a bold type star.
4. This transmittal sheet should be filed in the front of the manual for reference purposes.

By Order of the Secretary of the Army:

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Chief of Staff.

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Major General, United States Army,
The Adjutant General.

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USACDCSWCAG (5)
USACDCCCISG (5)
USACDCEC (5)
USALMC (3)
MAAG (2)
Mil Msn (2)

NG: State AG (3); Units—Corps Arty (3); Div (3); Div Arty (3); DISCOM (2); Bde (2); Bn (2).

USAR: Units—same as Active Army.

For explanation of abbreviations used, see AR 320-50.

FIELD MANUAL
No. 101-5

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON 25, D.C., 19 July, 1960

STAFF OFFICERS FIELD MANUAL

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*This manual supersedes FM 101-5, 18 November 1954, including C 1, 29 April 1955; C 2, 2 December 1955; C 3, 19 November, 1956; and C 4, 26 June 1957.

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CHAPTER 1

GENERAL

Section I. PURPOSE AND SCOPE

1.1. Purpose

a. This manual contains information on staff doctrine, organization, and procedures. It is designed to assist commanders and staff officers in the organization and operation of headquarters and *is not intended as a guide for the employment of forces.*

b. Users are requested to submit recommendations for changes or corrections directly to the Commandant, U.S. Army Command and General Staff College, Fort Leavenworth, Kans. For format and guidance for preparation of recommendations see AR 310-3.

1.2. Scope

a. The material contained herein is applicable to peacetime operations as well as to limited and general war either nuclear or nonnuclear.

b. The organizational and procedural information covers the scope of a commander's re-

sponsibilities and the primary fields of staff operation.

c. The manual applies primarily to the headquarters of the U.S. Army commands listed below, and with minor modification to the Army elements of joint and combined headquarters and to the headquarters of small units.

- (1) Infantry brigade
- (2) Infantry, armor, and airborne divisions
- (3) Corps
- (4) Field army
- (5) Army group
- (6) Army logistical command
- (7) Theater army air defense command (TAADC)
- (8) Theater army civil affairs command (TACAC)
- (9) Theater army replacement and training command (TARTC)
- (10) Theater army (TA)

Section II. COMMAND AND MANAGEMENT

1.3. Command and the Commander

a. Command is the authority which a commander in the military service lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning, organizing, directing, coordinating, and controlling military forces in the accomplishment of assigned missions.

b. The commander alone is responsible for all that his unit does or fails to do. He cannot delegate this responsibility. He is assisted in performing command functions by deputy or assistant commanders when provided in the table of organization and equipment, or table of distribution and allowances, and by a similarly provided staff.

c. The commander discharges his responsibilities through an established chain of command. Through this chain the commander holds each subordinate commander responsible for all the subordinate unit does or fails to do. All orders from a higher commander to a subordinate unit are issued by the commander of the higher unit to the commander of the next subordinate unit. Intermediate commanders are bypassed only in urgent situations. In such instances, both the commander issuing and the commander receiving the order should notify intermediate commanders of its content as soon as possible.

1.4. The Commander's Staff

a. The commander and his staff are a military entity with one purpose: successful execution of the commander's mission. To this end the

staff must be organized to provide the commander the most effective assistance.

b. The commander himself commands the staff, but it is directed and supervised by a chief of staff in division and higher headquarters and comparable echelons, and by the deputy or executive in brigade and lower headquarters.

c. The authority of the staff varies with the degree of authority delegated to it by the commander. The commander normally delegates authority to his staff to take final action on matters within command policy to free himself to focus his attention on the essential aspects of command. Within a staff, the authority delegated to staff officers varies with the mission of the command, the immediacy of operations, and the relationship of the respective officer's staff responsibility to the mission. When a staff officer, acting within his delegated authority, issues an order in the name of the commander, responsibility for the order remains with the commander.

d. In the performance of its functions, the staff secures information and furnishes estimates and advice as may be required by the commander, prepares the details of his plans, translates his decisions and plans into orders and causes such orders to be transmitted to each command element. It assists, to the extent authorized by the commander, in the supervision of the execution of plans and orders and takes other action necessary to carry out the commander's intentions.

e. The effectiveness of a staff depends on the professional qualifications of its members. Staff officers must possess the qualities of leadership and the ability to apply them in a staff role. They must be thoroughly grounded in the organization, capabilities, limitations, and operating techniques of the units composing the organization and the functioning of these units as elements of the triservice team. As a general rule, experience in command or other responsible position, below the level of the staff on which serving, is prerequisite to assignment as a staff officer.

1.5. Management

Management is the means by which a commander insures the proper conduct of those continuing actions of planning, organizing, directing, coordinating, and controlling the use of

personnel, money, materials, time, and facilities required for the accomplishment of administrative missions and tasks. The object of good management is the most effective use of resources. Good management is one expression of effective command and leadership. Management is inherent in command, although it does not include the extensive authority and responsibility of command. The continuing actions of management described above require application of the following established management functions, principles, and policies.

a. Management Functions.

(1) The definition of broad objectives and specific goals to achieve assigned missions.

(2) The planning, organizing, coordinating, directing, and controlling of all types of resources to achieve defined objectives and goals.

(3) The continuing evaluation and adjustment of objectives and goals in relation to mission, utilization of resources in relation to objectives and goals, and performance in relation to standards.

(4) The motivation of personnel.

(5) The development and maintenance of workable relationships.

b. Army Management Principles.

(1) All activities and actions contribute to the mission of the organization.

(2) Peacetime organizations are designed for realistic conversion to conditions of war or other emergencies.

(3) A well-defined, logical, and useful chain of command is established within each organization.

(4) Mutual understanding of objectives, priorities, and standards of performance, and free exchange of ideas are essential.

(5) The superior is responsible for the overall performance of the organization regardless of decentralization or assignment of responsibilities to subordinates.

(6) The organizational structures are oriented on the command mission to insure that—

(a) Objectives are achieved effectively with minimum expenditure of resources.

(b) Each organizational element has a specific objective assigned.

(7) Systems, methods, and the use of

resources are reviewed systematically to achieve effective operations.

(8) Objectives, policies, organization, functions, priorities, and allocations are systematically reviewed to attain balance in light of the current mission.

(9) Service to users is the primary basis for evaluation of administrative and support activities consistent with military necessity.

(10) Recognition of human dignity, respect for the individual, and cognizance of differences in capabilities are essential to effective operations.

c. Army Management Policies

(1) In arriving at a decision the long term and short term effects and disadvantages must be considered.

(2) Programs should be established to improve operations.

(3) Clearly defined responsibilities should be assigned to the lowest practicable level and adequate authority delegated to the responsible individual to permit him to do his job effectively.

(4) Centralized control of decentralized operations should be limited to—

(a) Establishing priorities of centrally directed programs.

(b) Allocating critical resources.

(c) Identifying and correcting basic deficiencies.

(5) Standardized organizations and procedures should be used provided they do not restrict the effectiveness, to a significant degree, of any command or office having unusual requirements.

(6) Efforts should be concentrated upon changes from previous situations, deviations from normal procedures, and upon problems commensurate with assigned levels of responsibility.

(7) Subordinates should be afforded maximum opportunity to exercise initiative, while having access to guidance they require for making decisions.

(8) Supervision should be directed primarily toward activities which are critical to successful accomplishment of the objective.

(9) Realistic performance standards should be established.

(10) Although committees are a useful tool of management, committee action should not be used as a substitute for command decision.

(11) Timely recognition and appropriate reward should be given individuals or groups who contribute in an exceptional or outstanding manner.

1.6. Effect of Environment on Command

The differing operational environments occurring in situations short of war, limited war, and general war result in wide variations in types and sizes of forces deployed and in application of their combat power. Command structures must be equally adaptable to operations involved in a show of force and those involved in general or limited war situations. To insure this requisite flexibility, clear delineation of command and staff authority and responsibility is required. Overlapping of responsibility must be minimized and controlled and organization of the force and the staff must provide for adequate control of decentralized operations.

Section III. IMPACT OF MODERN WAR ON STAFF ACTIONS AND ORGANIZATIONS

1.7. Environmental Effects

The range and destructive power of modern weapons, speed of maneuver, the increasing problem of collating and evaluating information, and the expanding necessity for collecting appropriate information increase the complexity of controlling operations, and broaden the consequence of staff actions as they affect decisions of the commander.

1.8. Command and Staff Action

a. Command and staff action must be fast and accurate. The decisive elements of a problem must be identified promptly and defined accurately. The commander's decisions must be accurately translated into orders and the orders issued at the proper time. To this end, the staff is organized and operates to—

(1) Be immediately responsive to the needs of the commander and of subordinate units.

(2) Remain abreast of the situation and to insure that all pertinent factors are considered.

(3) Reduce the time needed for control, integration, and coordination of operations.

(4) Minimize the possibilities of error.

(5) Minimize the requirement for detailed supervision of routine matters by the commander.

b. Good staff organization assists a commander by decreasing the number of items requiring command decisions. Effective staff procedures speed up the processing of information into material useful to the commander and improve the quality of the product presented to him. Efficient staff techniques minimize delays in preparing and transmitting estimates, plans, and instructions.

c. Operations in conformity with rapid movement and flexibility of operations may require

rapid and accurate analysis beyond the capabilities of ordinary manual methods and procedures. Automatic data processing offers a solution to the problems of speed, volume, and accuracy.

1.9. Staff Characteristics

The following are desirable characteristics for staff organization and operations:

a. Responsibilities are clearly delineated and delegation of authority is commensurate with responsibility.

b. Authority for making decisions is delegated to the level at which appropriate actions should be taken.

c. Related activities are grouped physically to save time and work; unity of effort is assured; and an effective span of control is established.

CHAPTER 2

STAFF ORGANIZATION

Section I. BASIC CONSIDERATIONS IN STAFF ORGANIZATION

2.1. General

a. A staff is organized as a single cohesive unit for the purpose of assisting the commander in accomplishing his mission.

b. The organizational principles of unity of command and direction, span of control, delegation of authority, and grouping of compatible and related activities are applied in organizing military staffs.

c. Staff organization is affected by the following interrelated considerations—

- (1) Mission to be accomplished.
- (2) Activities conducted to accomplish the command mission.
- (3) Emphasis placed on broad fields of interest.
- (4) Laws and regulations.
- (5) Special needs and personal desires of the commanders.

2.2. Command Missions, Activities, and Broad Fields of Interest

a. The mission to be accomplished and the activities required to attain objectives essential to accomplishment of the mission are the funda-

mental considerations in the organization of a staff.

b. Regardless of the command mission, the command interests can be divided into five broad fields of interest: personnel, intelligence, operations, logistics, and civil affairs. Relative emphasis accorded each of these broad fields of interest, and the specialized activities required therein, vary according to the mission to be accomplished and activities required to attain objectives. These variations are a basic consideration in organizing the staff.

2.3. Law and Regulation

Army regulations and the Uniform Code of Military Justice require special relationships between certain staff officers and the commander.

2.4. Special Needs of the Commander

The commander places certain staff officers under his immediate direction and control, either to free him from time-consuming personal requirements or to permit him to give his personal attention to matters he considers particularly significant.

Section II. TYPES OF STAFFS

2.5. General

Two basic types of staff are used in the U.S. Army: the General Staff and the Director Staff. Although differences exist in the application of the basic considerations for staff organization, they have certain common characteristics.

a. Each type staff includes coordinating staff officers, special staff officers, personal staff officers, and liaison officers.

(1) Coordinating staff officers are the principal staff assistants of the commander. Each is concerned with one of the five broad fields of interest discussed in paragraphs 2.1 through 2.4,

or with various combinations thereof, depending upon the type command headquarters.

(2) Special staff officers are staff members who have knowledge and training in special areas included in but narrower than the broad fields of interest of the coordinating staff officers, and largely relating to technical, administrative, and branch matters.

(3) Personal staff officers are those whom the commander places under his immediate direction and control. They assist the commander directly instead of through the chief of staff or executive. At times, a staff officer

may perform some of his duties as a personal staff officer and the remainder of his activities in his capacity as a principal staff assistant or as a special staff officer.

(4) Liaison officers are representatives of the commander. They are exchanged with appropriate headquarters to maintain continuity in the exchange of information and to promote cooperation and coordination of effort by personal contact.

b. Each type staff operates as a single entity to insure coordinated actions. The coordinating staff officers, collectively, have staff responsibility for the entire field of the commander's responsibilities, less selective exceptional areas reserved by the commander, or reserved to personal staff officers by law. They are delegated authority to insure overall coordination of actions, and to insure that related special staff officer activities are appropriately coordinated and integrated in operations. Special staff officer activities normally are coordinated and supervised by the coordinating staff officer to whose field of interest the special staff officer's action is most directly related. These relationships do not preclude direct contact by the commander with coordinating or special staff officers.

2.6. Elements of the General Staff Organization

(fig. 1)

a. The general staff is headed by a chief of staff. He is responsible for the execution of staff tasks, efficient and prompt response of the staff, and coordinated effort of its members.

He may be delegated authority which amounts to command of the staff. The degree of this authority is specified by the commander.

b. Five principal staff assistants normally are provided: the assistant chief of staff, G1 (Personnel), the assistant chief of staff, G2 (Intelligence), the assistant chief of staff, G3 (Operations), the assistant chief of staff, G4 (Logistics), and the assistant chief of staff, G5 (Civil Affairs). Additionally, many commands have a comptroller, who normally has the status of principal staff assistant and is a member of the general staff. The principal staff assistants are agents for integrating the plans, activities, and operations of all elements of the command, and for coordinating activities to insure the most efficient use of the force as a whole. These officers are general staff officers and represent no particular arm or service. Each general staff officer coordinates and integrates the activities of special staff officers which fall within his field of interest and responsibility.

c. The general staff organization must function as a single coordinating staff. Although each assistant chief of staff is charged with assisting the chief of staff in the coordination of activities within a specified field, there is much overlapping of these activities. Where overlapping is extensive, definite responsibilities must be assigned to each general staff section by the chief of staff, including the assignment of primary responsibility for coordination. Coordination and prompt interchange of information among the staff sections are essential.

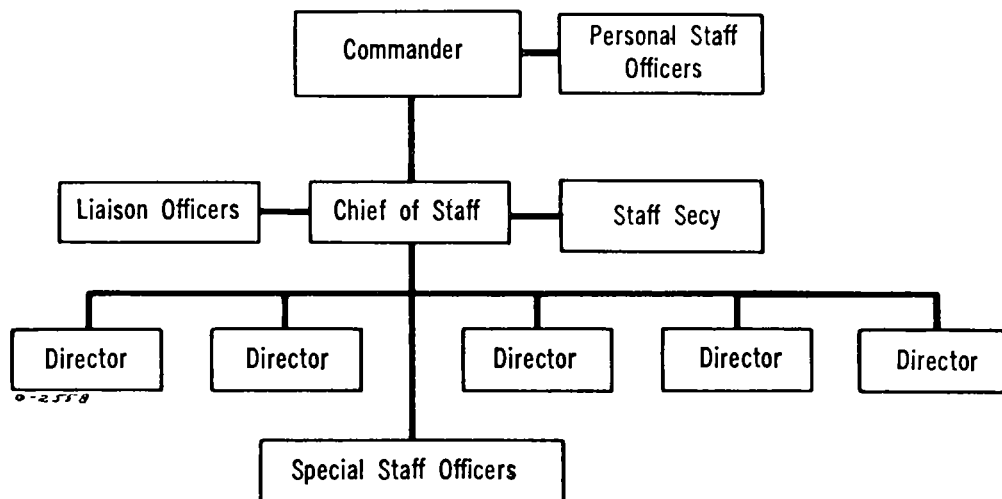


Figure 1. General staff organization.

d. A general staff organization includes, as necessary, a secretary of the general staff, special staff officers, personal staff officers, and liaison officers.

e. A general staff is separated into divisions or sections. A staff section at army group or below, normally is subdivided into branches and subbranches with a separate subdivision for each major function performed by the section. Because of the large number of staff officers involved and the need for correlation with the corresponding zone of interior agencies, the staff in theater army headquarters normally is separated into divisions and further subdivided into branches, sections, groups, subsections, subbranches, or offices. The organization of general staff divisions or sections normally is determined by the chief of the division or section, subject to the approval of the chief of staff, and depends upon such factors as the degree of emphasis which must be placed on particular functions, local operating conditions, and the availability of personnel.

f. Detailed composition of the general staff organization at field army, corps, and division is shown in paragraph 2.10. Minor variations which occur in the various headquarters in theaters of operations are discussed in paragraph 2.13.

2.7. Elements of the Director Staff Organization (fig. 2)

a. The director staff may be headed by a chief of staff or by a deputy commander who also functions as a chief of staff.

b. The principal staff assistants in this staff are called directors. The number of directors and their specific titles (e.g., Director of Personnel, Director of Services) vary with headquarters.

c. The principal staff assistants (directors) are staff officers who normally are vested with authority to determine the actions to be taken by the command in specific fields—hence to direct those activities of the command which fall within their respective fields. A director may have authority to issue orders in his own name to carry out his assigned responsibilities and also has the coordinating functions of a general staff officer.

d. A director staff organization includes, as necessary, a staff secretary, special staff officers, personal staff officers, and liaison officers.

e. A director staff is separated into divisions or sections. Because of the large number of staff officers involved and the need for correlation with the corresponding zone of interior agencies, theater army, and theater headquarters, the director staff in theater army logistical command headquarters normally is separated into divisions. Staff divisions or sections of a director staff are subdivided in the same manner as for a general staff. See paragraph 2.6e.

f. Detailed composition of the director staff in logistical commands is shown in paragraph 2.12. Other headquarters in theaters of operations which use this type of staff are shown in paragraph 2.14.

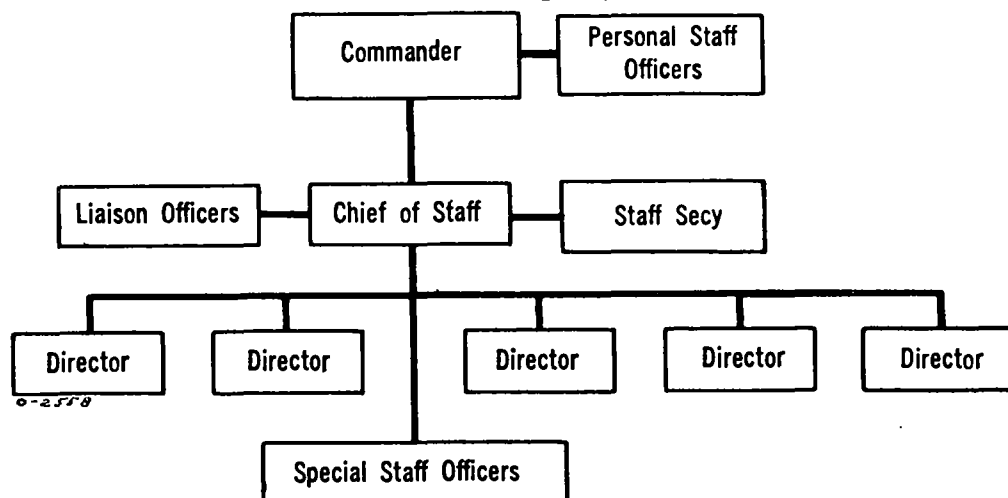


Figure 2. Director staff organization.

2.8. Assistants and Deputies

Assistants and deputies to commanders and staff officers are used in various staffs. (Their use in the two type staffs is shown in illustrations in sec. III-V of this ch.)

a. An assistant is a planner, adviser, and coordinator but does not have the authority of his chief (commander or chief of staff) unless it has been delegated specifically. The full au-

thority of a chief normally is not delegated to an assistant.

b. A deputy is authorized to act for his superior within specifically designated limits of authority. Such authority is normally limited to a specific field and may be designated in his title. A deputy may serve in a dual capacity: As the principal staff assistant for all matters pertaining to his functional area and as commander of units performing functions within his specific field.

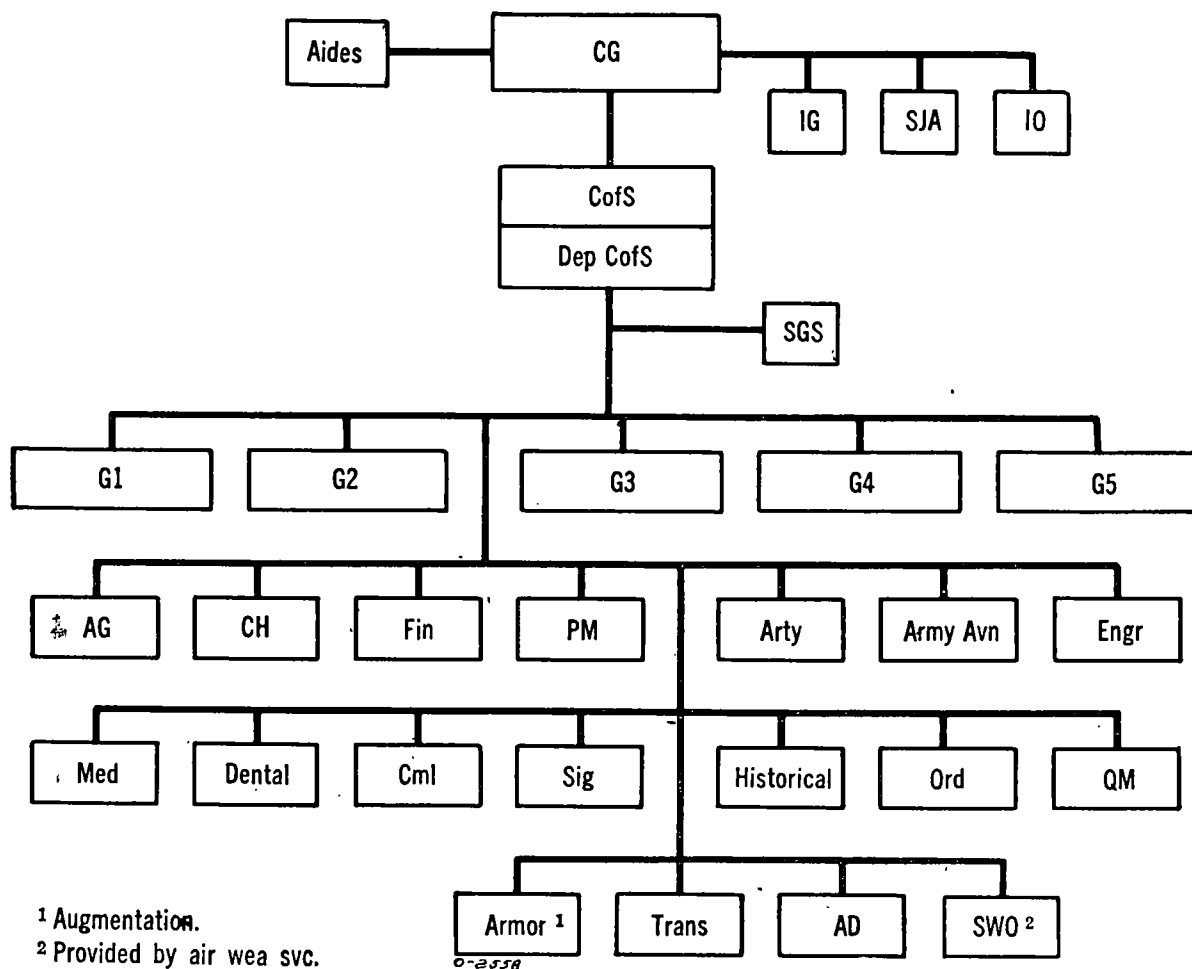
Section III. FIELD ARMY, CORPS, AND DIVISION STAFFS

2.9. General

The general staff organization is used in the field army, corps, and division headquarters.

2.10. The General Staff Organization

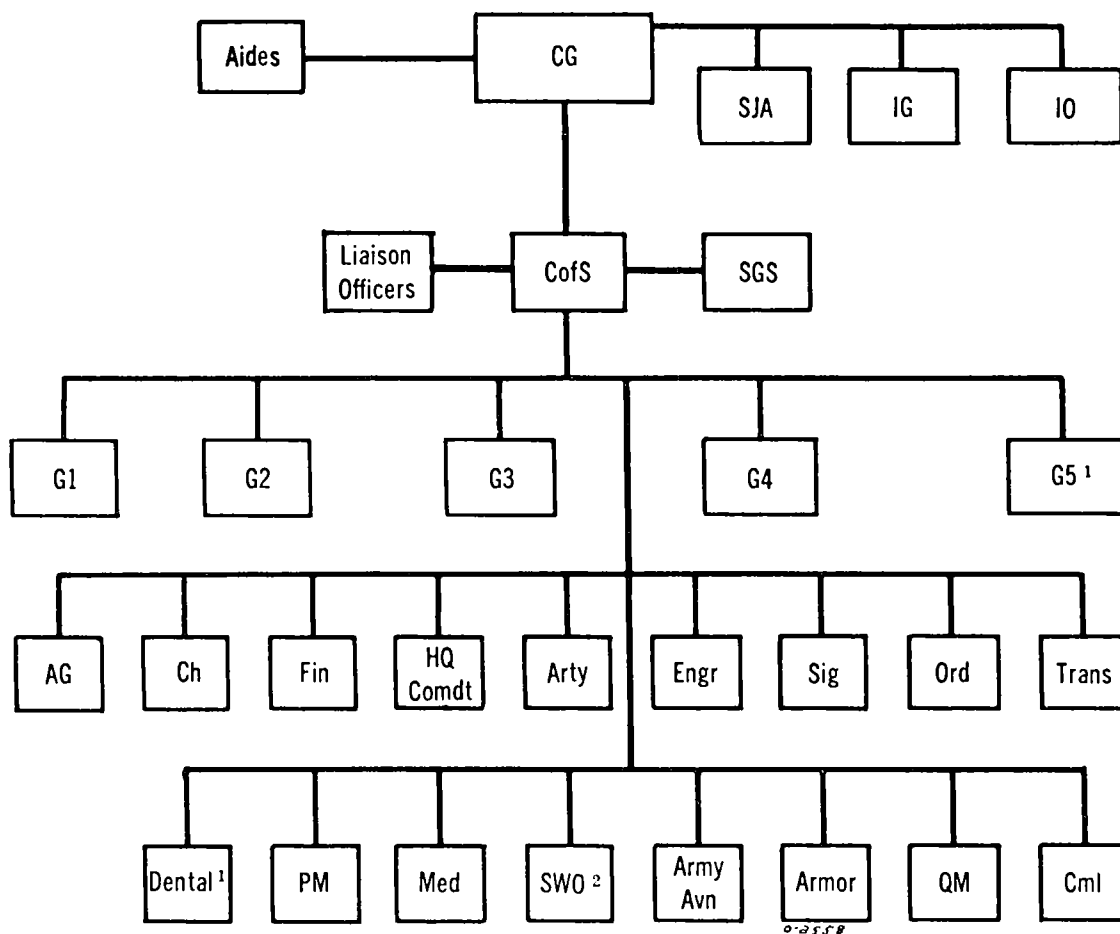
Illustrations of the field army, corps, and infantry division headquarters staff are shown in figures 3, 4, and 5, respectively.



¹ Augmentation.

² Provided by air wea svc.

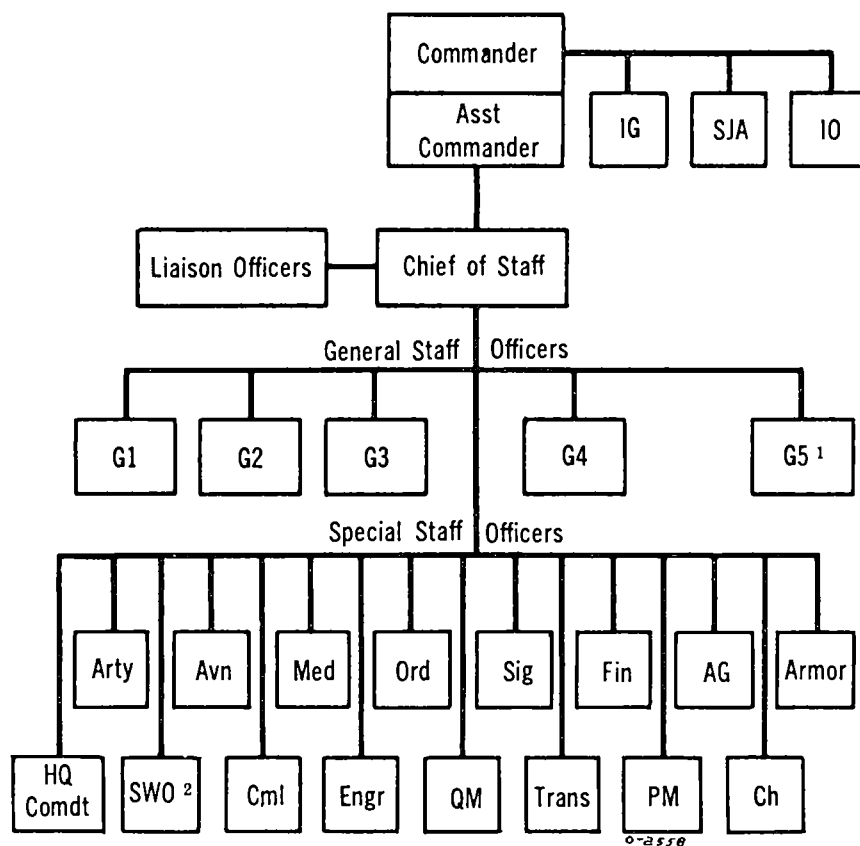
Figure 3. Field army staff.



¹ Augmentation.

² Provided by air wea svc.

Figure 4. Corps staff.



¹ Augmentation.

² Provided by air wea svc.

Figure 5. Infantry division staff.

Section IV. LOGISTICS COMMAND HEADQUARTERS STAFFS

2.11. General

The director staff organization is used in logistical commands.

2.12. The Director Staff Organization in Logistical Commands

Figure 6 portrays the director staff in the

theater army logistical command headquarters. Subordinate logistical command headquarters staffs are contained in FM 54-1, "The Logistical Command."

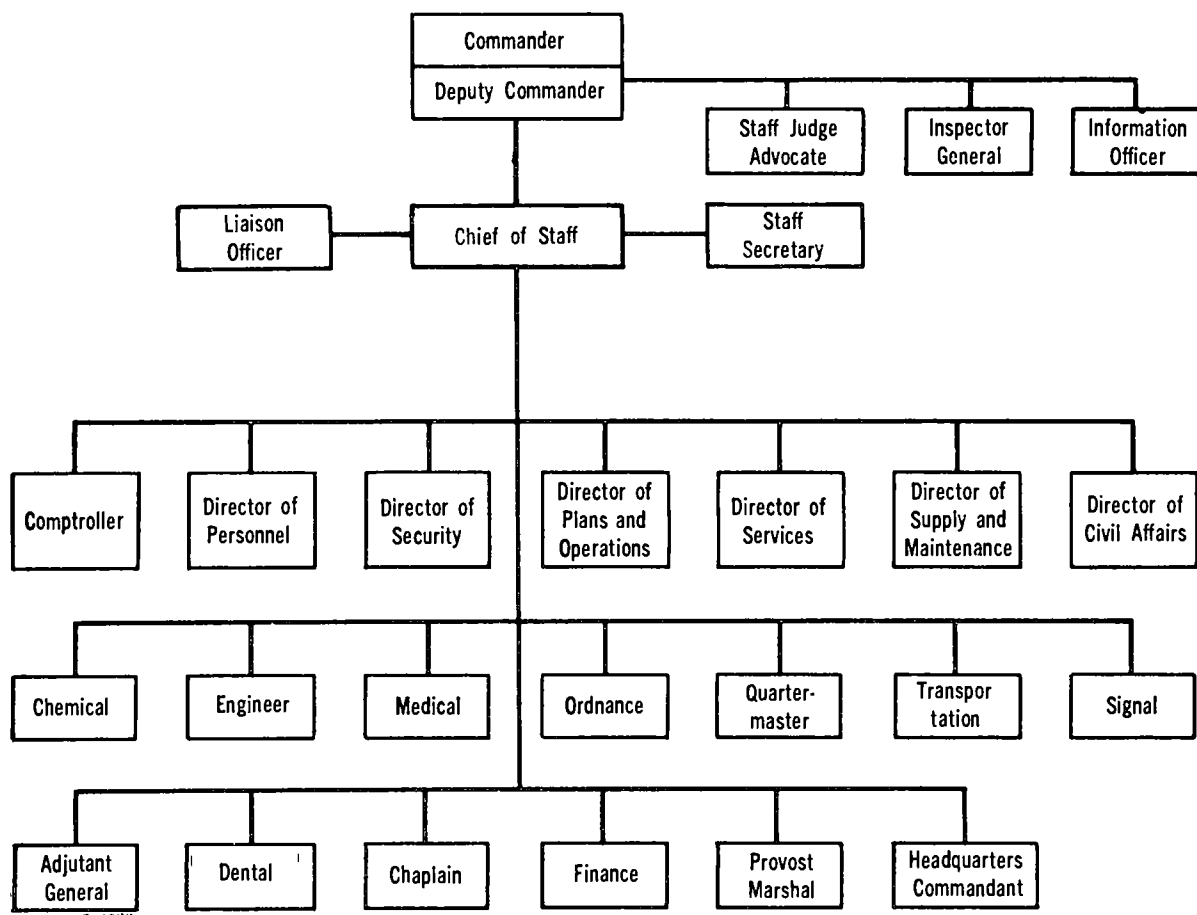


Figure 6. Theater army logistical command headquarters staff.

Section V. OTHER HEADQUARTERS STAFFS

2.13. Headquarters Using the General Staff Organization

In a theater of operations, headquarters of commands other than the field army, corps, and division which use general staffs are the army group, the theater army air defense command, the theater army replacement and training command, and the theater army. The staffs of these commands are shown in figures 7, 8, 9, and 10, respectively.

2.14. Headquarters Using the Director

The director staff may be used in the theater army civil affairs command. A type staff of the theater army CA command is portrayed in figure 11.

2.15. Staffs of Joint Forces

a. Staffs for joint forces are of two basic types—the joint staff and the augmented uni-service staff. See JCS Pub No. 2, Unified Action Armed Forces (UNAFF).

b. A joint staff includes representation from the several Services comprising the joint force, balanced to insure adequate advice to the commander on tactics, techniques, capabilities, needs, and limitations of all components of the joint force. Positions on the staff should be divided so that Service representation and influence generally reflect the Service composition of the force. A joint staff is organized for a unified command and may be organized for a joint task force (JTF).

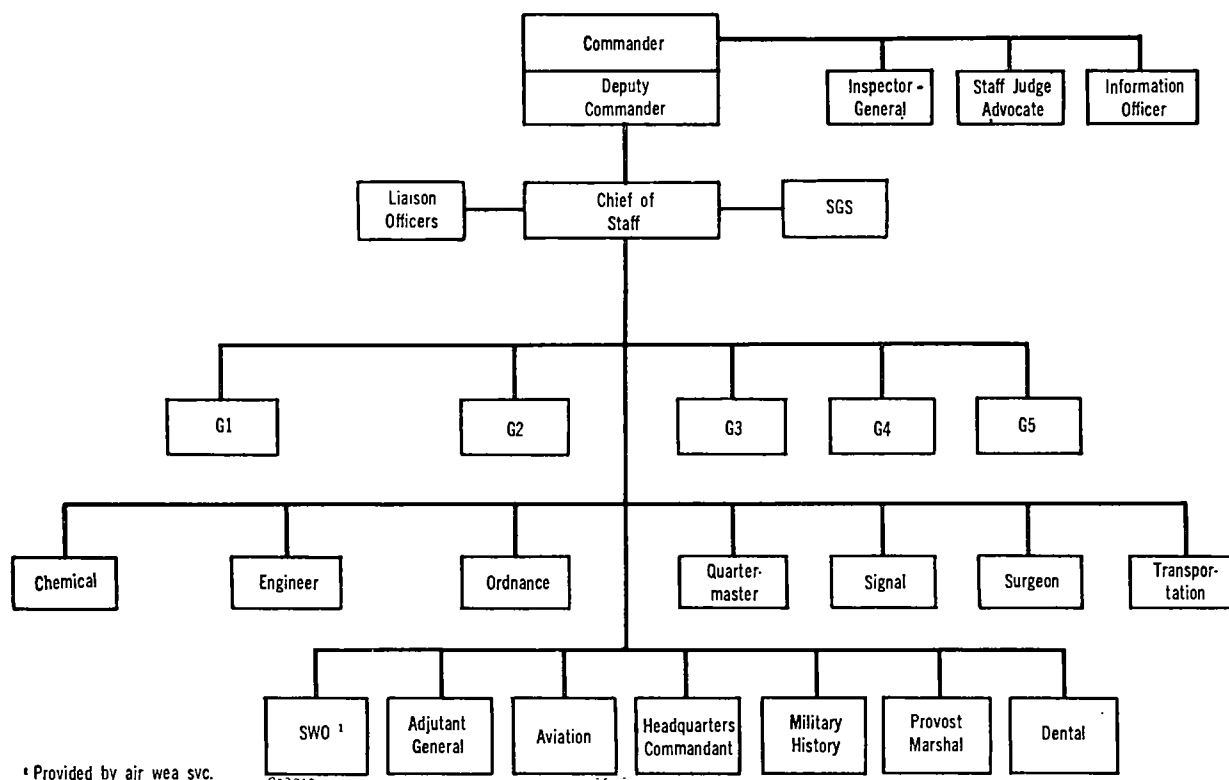


Figure 7. Army group staff.

c. An augmented uniservice staff has personnel from all Services making up the joint force, in such numbers and staff positions as to give appropriate representation to all Services and to insure coordination of Service plans and operation. An augmented uniservice staff may be used in a joint task force when the appointing authority does not direct use of a joint staff. The basic element of an augmented uniservice staff of a JTF is usually the existing staff of the joint task force commander. He decides, in the absence of other direction, the type staff to be organized. The composition of the forces and the duration of the operation affect his decision.

2.16. Staffs of Combined Forces

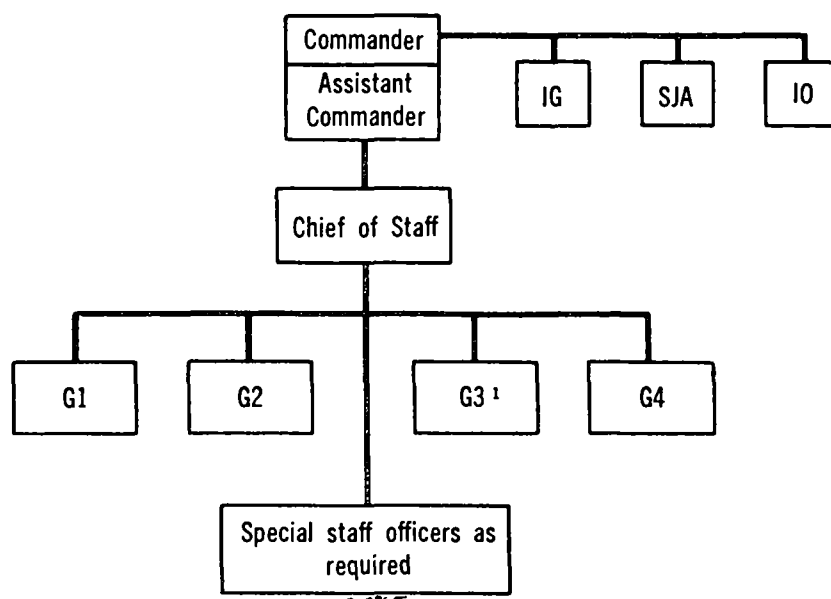
a. The principles of organization of combined command staffs are the same as for other types of staffs. A primary consideration is the authority over national components accorded the combined commander in the international agreements establishing his command. Established directives must clearly define the authority and responsibilities pertaining to administrative (including logistical and disciplinary)

and operational control over the combined forces at his disposal. Other considerations include diverse languages and organizations, differing weapons systems, diverse national interests, varying administrative and administrative support procedures, and dissimilar national staff systems.

b. The type command structure used influences staff organization.

(1) One principal type of combined command structure assembles type forces regardless of nationality (fig. 12). This type requires an integrated combined staff of all participating nations down to the lowest command in which two or more nations participate in approximately equal proportion. When forces are grouped by type the staff organization is oriented on the mission of the force. For example, the staff organization of a combined command composed of naval forces is oriented on the naval tasks to be performed.

(2) The other type of combined command structure which may be used groups forces by nationalities, envisaging each contributing nation as having balanced forces which could be assigned a geographical area (fig. 13). When



¹ Civil affairs function performed by G3 section until need for G5 section has been demonstrated.

Figure 8. Theater army air defense command staff.

national forces are grouped together, a combined staff is required only for the headquarters of the Supreme Allied Commander.

c. An example of a current combined staff organization is shown in figure 14.

2.17. Small Staffs

The staffs of units smaller than division are organized to meet the requirements of the unit. Staff officers of unit staffs may be charged with duties both general and special in nature.

a. Composition of the staff varies with the type unit. Details are contained in appropriate organizational field manuals and TOE or TD.

b. Staff officers in a small unit normally include:

(1) The unit executive officer who performs in general the functions of a chief of staff as described in paragraph 3.2. In addition, he may be the second in command.

(2) The adjutant (S1) who performs in general the functions of the secretary of the general staff, the personnel officers (G1), the commander's personal staff, and the personnel functions of staff officers who may not be present in the small unit staff, such as the adjutant general, inspector general, staff judge advocate, provost marshal, and special services officer. See chapter 3 for responsibilities of these staff officers.

(3) The intelligence officer (S2) who performs in general the functions of an intelligence officer as described in paragraph 3.6.

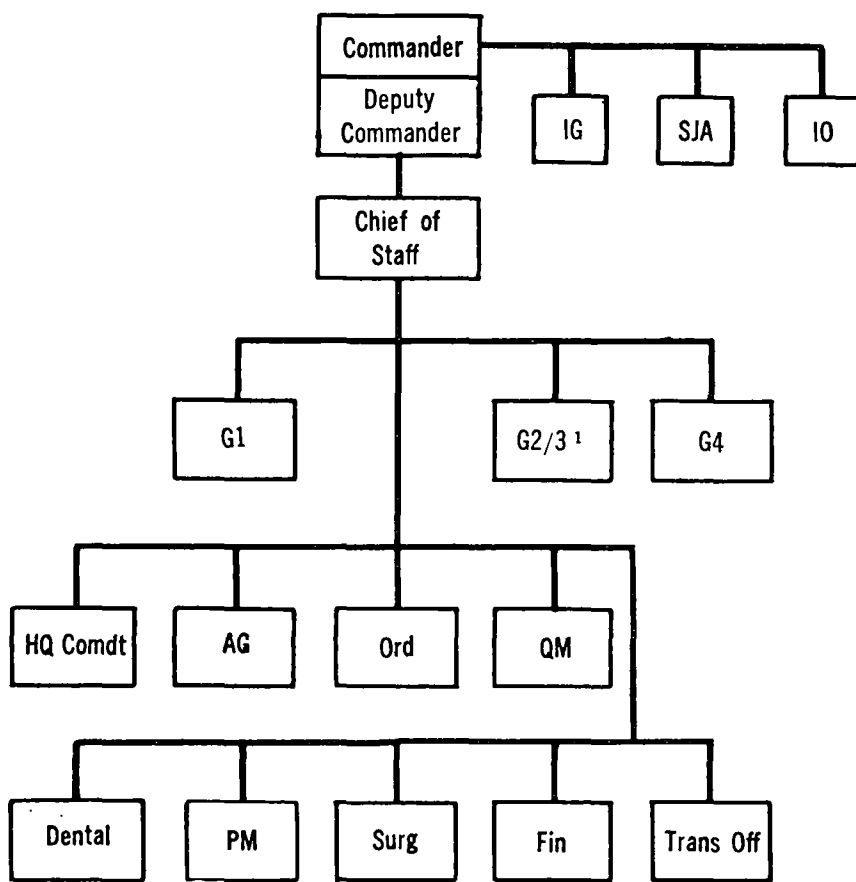
(4) The operations and training officer (S3) who performs in general the functions of the operations officer as described in paragraph 3.8, and certain operational functions of special staff officers who may not be present in the small unit staff, such as the chemical officer and the engineer.

(5) The logistics officer (S4) who performs in general the functions of the logistics officer as described in paragraph 3.10, and the logistics functions of special staff officers who may not be present in the small unit staff, such as the chemical officer, the engineer, the ordnance officer, the quartermaster, and the transportation officer.

(6) Coordination of civil affairs activities will be performed by the S3 or other staff officer designated by the commander.

c. Staff specialists in a small unit staff include officers trained in the use of assigned or attached specialist groups. They generally function as technical advisors and may include:

(1) The ammunition officer who advises on the status of ammunition and the means for its delivery; requisitions, receives, and distributes ammunition; maintains records; and submits ammunition reports.



¹ Civil affairs functions performed in G3 section.

Figure 9. Theater army replacement and training command staff.

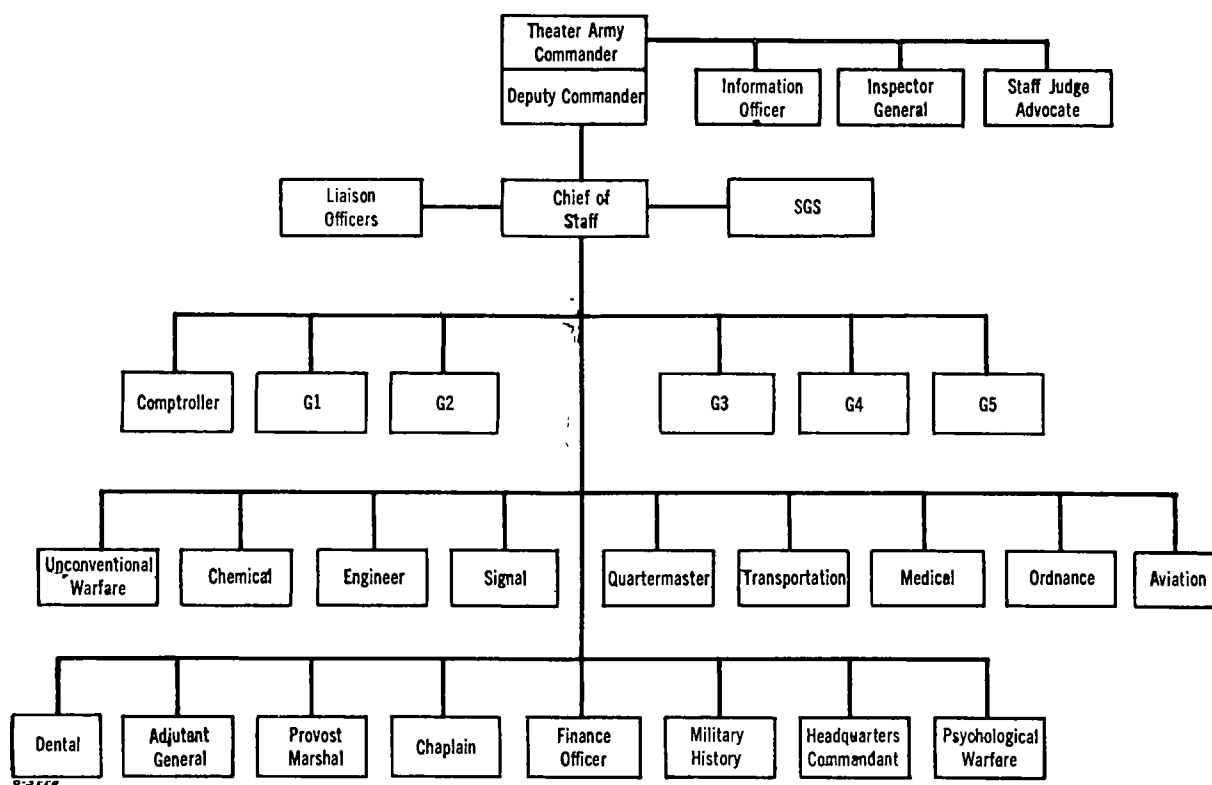


Figure 10. Theater army staff.

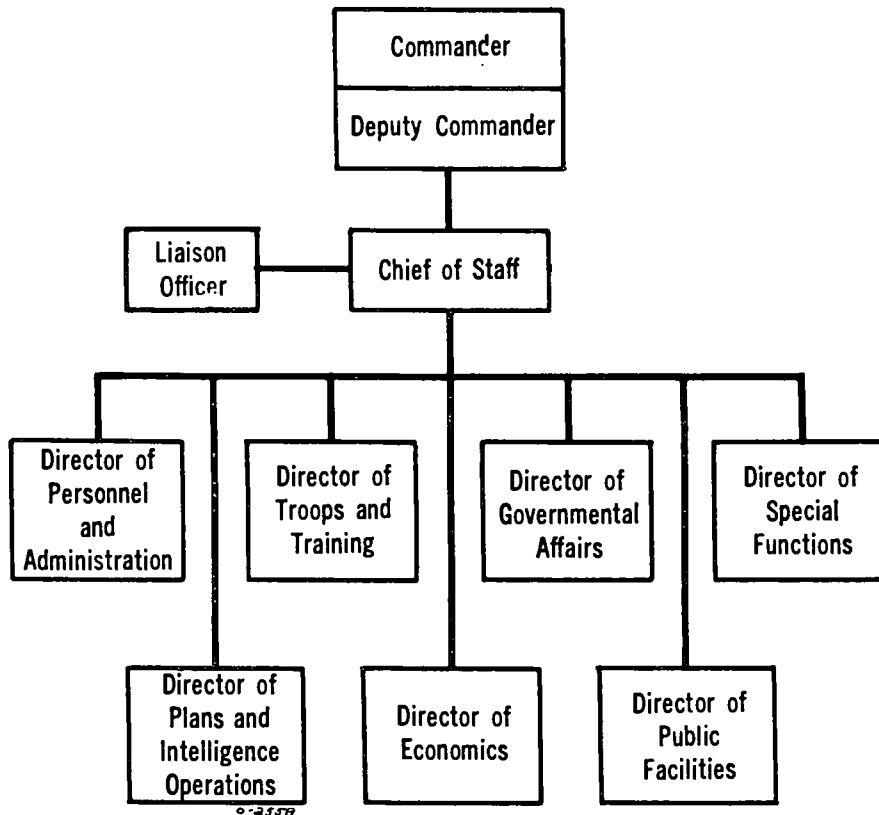


Figure 11. Theater army civil affairs command staff.

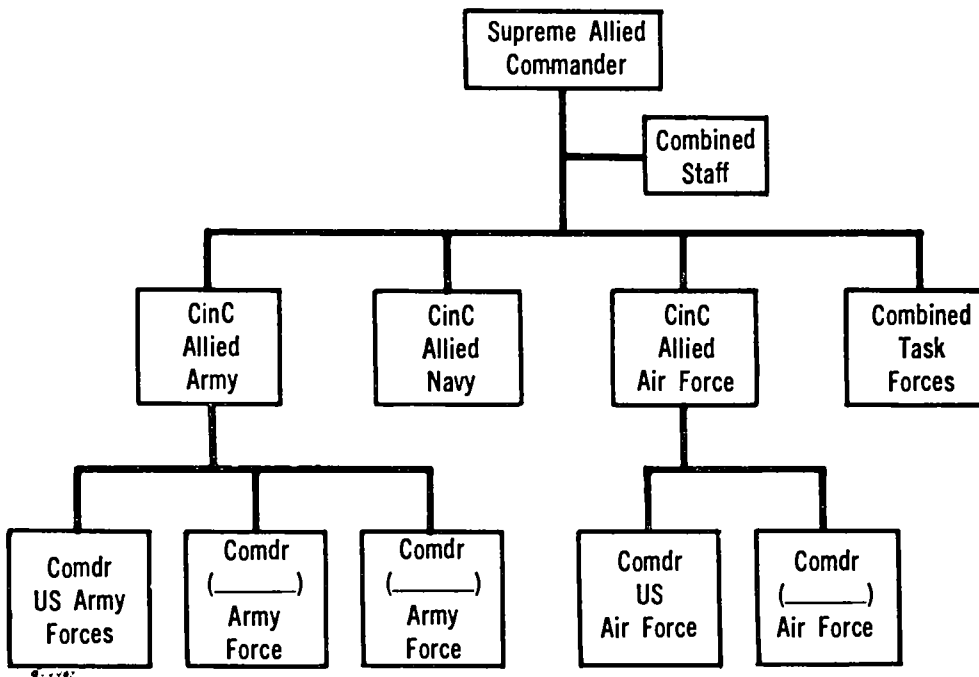


Figure 12. Combined command structure with type forces grouped.

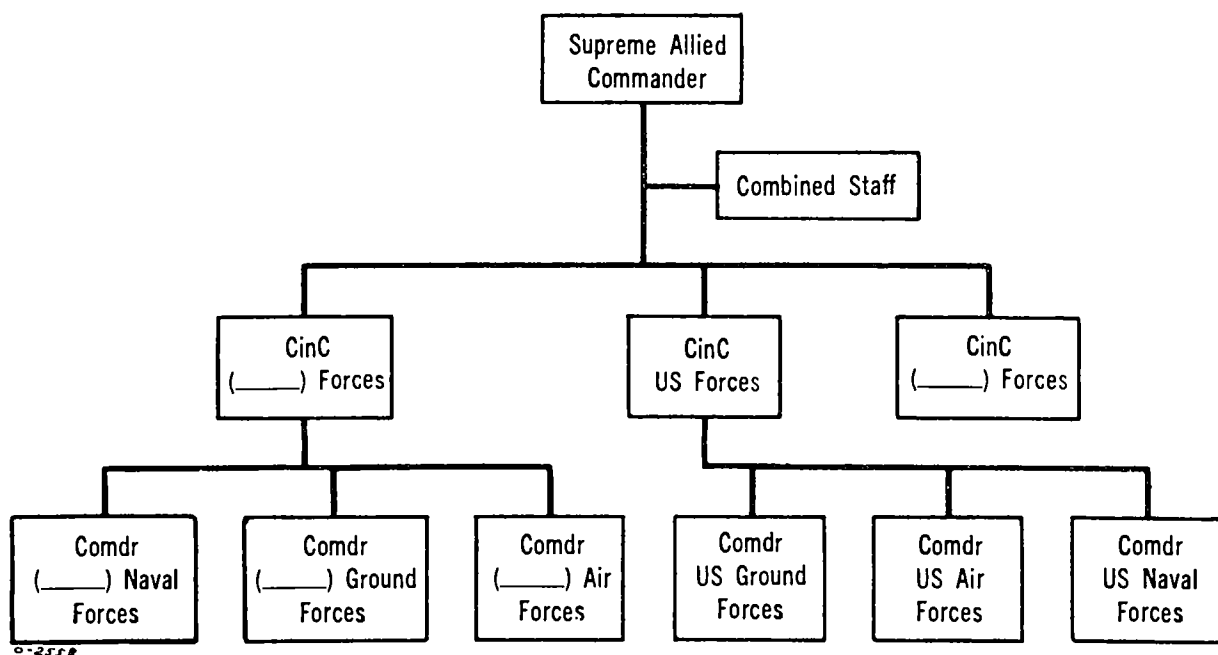


Figure 13. Combined command structure with national forces grouped.

SUPREME HEADQUARTERS ALLIED POWERS EUROPE.

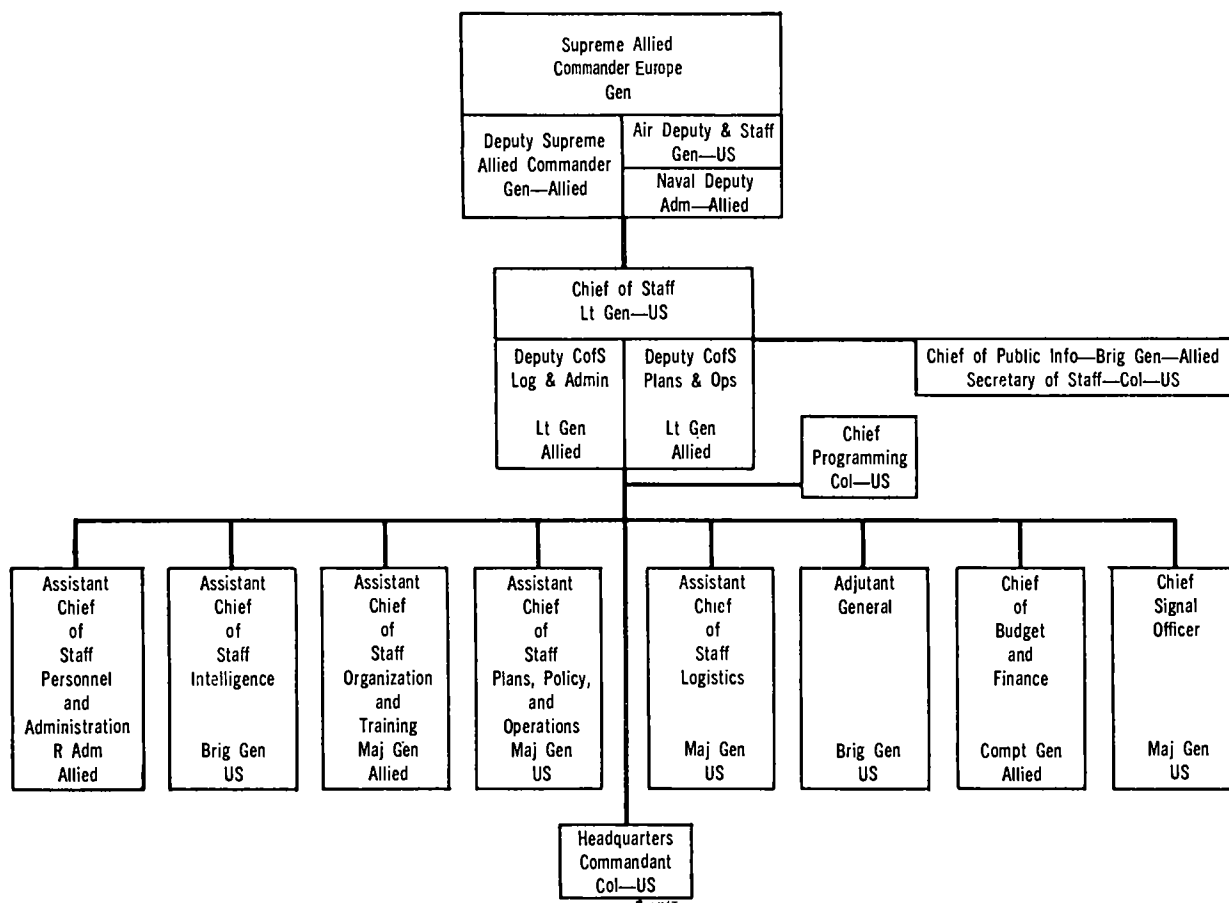


Figure 14. Combined command staff structure (SHAPE).

(2) The communications officer who acts as the signal officer of the command (par. 3.46).

(3) The motor officer who advises on motor transportation, supervises the operation and maintenance of all motor transportation of the unit, and the training of motor transportation personnel.

(4) The chemical officer who performs in general the functions of the chemical officer on the director or general staff (par. 3.33).

(5) The nuclear weapons employment officer (NWEEO) who performs functions similar to those of the NWEEO at division and higher levels.

(6) The information officer who performs in general the functions of the information officer of the director or general staff (par. 3.39).

(7) The surgeon who performs in general the functions shown in paragraph 3.48.

(8) Other special staff officers, such as the chaplain and the aviation officer, who may be provided in small unit staffs (see ch. 3 for staff responsibilities). Where an aviation officer is

not provided by TOE or TD, the commander of the flight detachment assigned, attached, or in support of the unit will perform the functions of the aviation officer.

(9) Liaison officers who perform duties discussed in paragraph 9.25. The infantry division brigade provides an example of the staff of a unit smaller than a division (fig. 15).

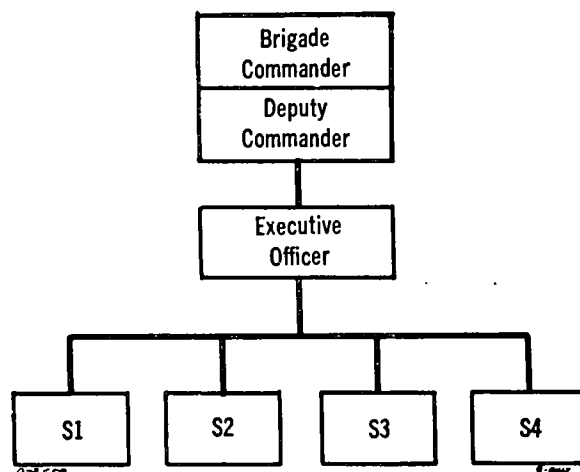


Figure 15. Infantry division brigade staff.

CHAPTER 3

RESPONSIBILITIES OF STAFF OFFICERS

Section. I. GENERAL

3.1. Purpose and Scope

a. This chapter describes the major responsibilities of principal staff assistants and other members of the staff and includes staff relationships in selected activities.

b. Appendix II contains material to assist

staff officers in discharging their responsibilities, including procedural material supplemental to this chapter, data on staff section organization in headquarters of various commands, and general information of interest to all staff officers.

Section II. CHIEF OF STAFF

3.2. Responsibilities of the Chief of Staff

The position of the chief of staff is discussed in chapter 2, section II. He—

a. Formulates and announces policies for the general operation of the staff.

b. Directs, supervises, and integrates the work of the staff. The scope of this responsibility includes—

(1) Activities of the principal coordinating staff assistants and other members of the staff.

(2) Relations among the principal staff officers and other members of the staff.

(3) Relations between the staff and subordinate units and agencies.

c. Keeps the commander and staff informed of the situation.

d. Represents the commander when authorized.

e. Receives decisions from the commander and—

(1) Makes or secures from the commander such additional decisions as may be required and gives necessary instructions to the staff to permit issuance of coordinated instructions to all elements of the command in furtherance of these decisions.

(2) Allots the detailed work of preparing

plans, orders, reports, and other staff actions; reviews to insure adequacy and integration of results; and approves or secures command approval.

(3) Insures that subordinate unit commanders are alerted to the actions required of them.

f. Insures that all instructions published to the command are in accordance with the policies and plans of the commander.

g. Insures that orders and instructions of the commander are executed.

h. Studies the situation with a view to being prepared for future contingencies.

i. Requires all staff officers (except members of the commander's personal staff unless so directed) to inform him of any information or recommendations given directly to the commander and of any instructions they have received directly from the commander.

j. Secures from the commander information, recommendations, and instructions received from or given higher and subordinate commanders.

k. Insures establishment of liaison with adjacent, higher, subordinate, and supported units.

l. Supervises the operation of the war room, when established.

Section III. ASSISTANT CHIEF OF STAFF, G1 (PERSONNEL)

3.3. General

a. The assistant chief of staff, G1 (Personnel) is the principal staff assistant on matters pertaining to individuals under direct military control, both friendly and enemy, military and civilian. Fundamental considerations governing all staff personnel actions are—

(1) The increased destructiveness of modern war has made the effective soldier the most critical element of a nation's power.

(2) The uncertainty, shock, isolation, and rapid change of nuclear war require greater reliance on individual ability and initiative.

b. Doctrine on operations applicable to the personnel staff officer is contained in FM 100-5 and FM 100-10; and reference data on personnel activities are contained in FM 101-10.

3.4. Major Areas of Responsibility

a. Maintenance of Unit Strength.

(1) *Strengths.* Loss estimates and pertinent instructions for submission of data required to keep the commander informed of status of strength.

(2) *Personnel records and reports.* Records and reports showing the status of personnel matters in the command.

(3) *Replacements.* Individual requirements, present and anticipated; requisitioning; allocating in accordance with priorities established by G3; processing and moving replacements; and location and stockage of replacement units.

b. Personnel Management.

(1) *Personnel procedures.* Procurement, classification, assignment, promotion, transfer, reclassification, demotion, elimination, retirement, separation, and rotation.

(2) *Prisoners of war.* Collection, safeguarding, processing, evacuation, utilization, treatment, discipline, education, and repatriation.

(3) *Civilian personnel.* Sources, procurement, utilization, administration, and control.

c. *Manpower Management.* Manpower management functions are included at theater Army and theater Army logistical commands and in

other commands utilizing bulk (TD) manpower.

(1) *Requirements.* Determination of manpower requirements both military and civilian. Development of the Command Troop Program.

(2) *Authorization.* Allocation of manpower resources to subordinate commands and activities.

(3) *Utilization.* Evaluation of utilization of manpower, development of policies and standards concerning use of manpower resources.

(4) *Procurement and Distribution.* Procurement and distribution of personnel in terms of numbers.

d. Development and Maintenance of Morale.

(1) *Personnel services.* Leaves, rest and recreational facilities, character guidance, postal service, religious activities, special services activities, Army exchanges, financial services, legal services, and welfare services.

(2) *Decorations and awards.* Plans and policies.

(3) *Graves registration.* Cemeteries, evacuation, personal effects, and ceremonies.

e. *Maintenance of Discipline, Law and Order.* Troop conduct and appearance, control and disposition of stragglers, the effects of military justice and courts martial, and relations of military individuals with civilians.

f. *Headquarters Management.* Movement, internal arrangement, organization, and operation of the headquarters; and allocation of shelter in the headquarters area for troops and for the headquarters.

g. *Miscellaneous.* Recommending the location of the rear echelon, safety management, general educational development, dependent schools, marriage to foreign nationals, reception of foreign visitors, the personnel aspects of estimates, plans, orders, reports, and administrative matters not assigned specifically to another principal staff officer.

h. *Staff Relationships.* Figure 16 shows staff relationships in selected activities in major areas of responsibility of the personnel officer.

See figure 16 at back of book.

Section IV. ASSISTANT CHIEF OF STAFF, G2 (INTELLIGENCE)

3.5. General

a. The assistant chief of staff, G2 (Intelligence) is the principal staff assistant in matters pertaining to the enemy, weather, and terrain. Fundamental considerations governing staff actions of intelligence officers are—

(1) Intelligence must be adequate, accurate, timely, and useful to the command mission.

(2) All units (combat and service) conduct intelligence activities.

(3) Intelligence is coordinated closely with tactical activities.

b. In addition to his staff functions, the G2 has some operational functions pertaining to agencies concerned with counterintelligence and in the production of intelligence.

c. Detailed techniques used by the intelligence officer are covered in FM 30-5 and other field manuals of the 30-series.

3.6. Major Areas of Responsibility

a. *Production of Intelligence.* Direction of the effort for the collection of information, and processing the information into intelligence including technical, electronic and communications intelligence, and which includes recording, evaluation, and interpretation. Specific responsibilities include—

(1) Preparation of plans and orders for the collection of information to include target acquisition and combat surveillance.

(2) Recommendation of essential elements of information (EEI) to the commander.

(3) Supervision and coordination of the information collection activities of the command, including air reconnaissance.

(4) Integration of the information collection effort provided by other army elements and by elements of the other Services with the information collection effort of the command.

(5) Supervision and coordination of weather data collection.

(6) Supervision and coordination of prediction of fallout from enemy employed nuclear weapons and CBR monitoring and survey.

(7) Processing of information to intelligence.

b. *Use of Intelligence and Information.* Dissemination of intelligence and information to the commander and to all others who need it in time to serve their purpose. Specific responsibilities include—

(1) Estimating the effects of the characteristics of the area of operations on friendly and enemy courses of action.

(2) Estimating enemy capabilities and vulnerabilities, including the course of action the enemy is most likely to adopt.

(3) Preparation of intelligence annexes, reports, summaries, and studies.

(4) Dissemination of information and intelligence in the form that will furnish the greatest assistance. Forms normally used include intelligence estimates, periodic intelligence reports, intelligence annexes, analyses of the area of operations, reports, and studies.

★c. *Counterintelligence.* Direction of the effort devoted to destroying the effectiveness of enemy or potential enemy intelligence activities, to include his surveillance and reconnaissance efforts; and protection of information against espionage, personnel against subversion, and installations or materiel against sabotage. Specific responsibilities include—

★(1) Planning and participation in the implementation of countersurveillance activities designed to prevent hostile surveillance of friendly forces, installations, or areas.

(1.1) Planning and implementing through intelligence and other military and civil agencies, all active and passive measures designed to counter or neutralize hostile espionage, sabotage, and subversive activities.

(2) Planning, in coordination with other staff officers, methods and procedures for deceiving the enemy, and conducting counterintelligence phases of such operations.

(3) Conducting such investigations as may fall within the purview of (1) above, including loyalty investigations of military and civilian personnel, United States or alien.

d. Miscellaneous.

(1) Intelligence aspects of—

(a) Guerrilla activities.

(b) Psychological warfare to include estimating the effectiveness of own and enemy psychological warfare operations and assisting in the planning and supervision of training activities concerning defense against enemy propaganda.

(c) Employment of mass destruction weapons (includes nuclear and CBR) to include enemy employment and capabilities, and enemy reaction to our own employment.

(d) Barrier and denial operations.

(e) Deception operations.

★(2) The preparation of plans and poli-

cies, and the general staff direction and coordination of—

(a) Camouflage operations.

(b) Military mapping activities including acquisition, production, reproduction, and distribution of military maps, and recommendations for the assignment of topographic troops.

(3) Planning and supervising intelligence and counterintelligence training of the intelligence section and, in coordination with the operations officer, such training within the command.

e. Staff Relationships. Figure 17 shows staff relationships in selected activities in major areas of responsibility of the intelligence officer. See figure 17 at back of book.

Section V. ASSISTANT CHIEF OF STAFF, G3 (OPERATIONS)

3.7. General

a. The assistant chief of staff, G3 (Operations) is the principal staff assistant in matters pertaining primarily to organization, training, and operations. Fundamental considerations governing staff actions of operations officers are—

(1) The command mission must be accomplished with maximum speed and minimum expenditure of resources insofar as political objectives and limitations imposed by higher headquarters permit.

(2) In the conduct of tactical operations, command and staff action time is reduced to a minimum.

b. Doctrine on operations is contained in FM 100-5.

3.8. Major Areas of Responsibility

a. Organization.

(1) Compilation and maintenance of the troop list, including continual review and revision to insure the number and type of units assigned are those which can best accomplish and support the mission.

(2) Recommending the organization and equipping of units, including numbers and

types of units to be organized and priority for phase in or replacement of personnel and equipment in those units.

(3) Requesting assignment or attachment of tactical and tactical support, and administrative support units or teams, including unit replacements, and in accordance with priorities established by the commander, and in coordination with appropriate staff officers, allocating these units or teams to the requirements of the command.

(4) Reception of units or teams including such orientation, training, and reorganization as may be required.

(5) Mobilization and demobilization of units which includes the activation and deactivation of units within the active Army.

b. Training.

(1) Preparation and execution of training programs, directives, orders and the planning and conduct of field exercises.

(2) Determination of requirements for procurement and distribution of training aids and facilities.

(3) Determination of requirements for allocation of training ammunition.

(4) Planning and conducting training inspections and tests.

- (5) Organization and conduct of schools.
- (6) Compilation of training records and reports.

c. Operations.

- (1) Preparation of the operation estimate.
- (2) Preparation and publication of operation plans and orders, and supervision and coordination of the execution of tactical and tactical support operations.
- (3) Integration of fire and maneuver.
- (4) Recommendation for allocation of nuclear, chemical, and biological weapons to subordinate units.

- (5) Recommendation for the prescribed nuclear load for assigned and attached units.

- (6) Recommendation for priorities of personnel allocations, supplies, and equipment for tactical and tactical support units.

- (7) Recommendation for the basic load for tactical and tactical support units.

- ★(8) Review or preparation of plans for the following operations and integration of these plans into the operational plan: fire support, air defense, barrier, countersurveillance (from command security aspect), de-



nial, chemical, signal, biological, tactical cover and deception, psychological warfare, civil affairs, air space utilization, and other plans required for operations. ~~Integration of these plans into the operation plan.~~ *see ch. 1*

(9) Designation of areas for bivouacking, quartering, and staging of units.

(10) Overall command security.

(11) Tactical troop movements.

(a) Troop movement planning (in coordination with G4).

(b) Selection and designation of tactical units.

(c) Establishment of priorities for tactical units.

(d) Selection of destinations, times of movement, and routes.

(e) Security.

(f) Publication of the march order.

(12) Tactical psychological operations including coordination with strategic psychological operations and CA activities.

(13) Unconventional warfare operations (guerrilla warfare, escape and evasion, and subversion).

(14) Coordination of engineer, signal,

chemical Army aviation, and other tactical support activities with tactical operations.

(15) Integration of tactical support provided by other Army elements, and by elements of the other services, with tactical operations.

(16) Coordination of air space use over the command area.

(17) General location of command installations.

(18) Combat patrolling and reconnaissance in force.

(19) Electronic warfare operations (except intelligence aspects).

(20) Operational records and reports.

(21) Civil affairs (when the staff contains no G5).

(22) Damage assessment to include organization and employment of control and assessment teams.

d. Staff Relationships. Figure 18 shows staff relationships in selected activities in major areas of responsibility of the operations officer. Interrelated staff responsibilities of the more complex activities are contained in supplemental figures 18, 19, 20, 21, 22 and 23.

See figures 18 through 23 at back of book.

Section VI. ASSISTANT CHIEF OF STAFF, G4 (LOGISTICS)

3.9. General

a. The assistant chief of staff, G4 (Logistics) is the principal staff assistant on matters pertaining primarily to materiel and services. Fundamental considerations governing all staff actions of logistics officers are—

(1) Logistical support must be flexible to insure immediate responsiveness to the requirements of tactical units.

(2) New tactical concepts require continual improvement in logistical support methods, procedures, and organization to exploit maximum combat capabilities.

b. Doctrine on operations pertinent to the logistics officer is contained in FM 100-5 and FM 100-10; and reference data applicable to logistics activities is contained in FM 101-10.

3.10. Major Areas of Responsibility

a. Supply.

(1) Determination of supply requirements.

(2) Requisitioning, procurement, storage, security, distribution, and documentation.

(3) Allocation, in accordance with priorities established by G3, of combat weapons, munitions, and equipment which are regulated or are critical items of supply.

(4) Logistical management of nuclear weapons.

(5) Collection and disposition of excess, surplus, salvage, and captured enemy supplies.

b. Medical Service. Medical treatment and evacuation, medical supply and maintenance, dental service, preventive medicine (including sanitation), veterinary, medical laboratory, and blood transfusion services.

c. Transportation and Troop Movements.

(1) Transportation of units, personnel, and supplies by all modes of transportation.

(2) Control of movements to include selection of routes (in coordination with the operations officer for movements when the selection of the route itself has tactical implica-

tions), highway regulation, and surface traffic control. See also paragraph 3.8c.

(3) Preparation of march order annexes pertaining to regulation or control measures and logistical aspects.

(4) Selection and designation of destinations and times for the movement of logistical support units.

d. Service. Other logistical activities not covered by *a* through *c* above, including—

(1) Selection and designation of logistical support units.

(2) Establishment of priorities for logistical support units.

(3) Determination of adequacy (as to numbers and organization) and employment of service troops.

(4) Determination of requirements for the utilization of local civilian labor for logistical support operations.

(5) Maintenance and repair of supplies and equipment.

(6) Construction of all facilities and installations.

(7) Provision of utilities for facilities and installations and, as required, for support of the combat forces.

(8) Acquisition, allocation, administration, and disposition of real estate, including billets and shelters.

(9) Property responsibility.

(10) Food service.

(11) Fire fighting protection.

e. Miscellaneous.

(1) Logistical organization, including location of rear boundaries and the establishment of service areas.

(2) Logistical administration, including the preparation of logistical estimates, plans, reports, and the preparation, authentication, and distribution of administrative orders and administrative maps.

(3) Military logistical support of the civil affairs policy of the command.

(4) Logistical implementation of plans for the employment of barriers, denial operations, deception operations, chemical and biological operations, and nuclear weapon operations.

(5) Determination of adequacy of protective measures and employment of service troops in the integrated defense plan for lines of communication, administrative installations, and rear establishments.

(6) Area damage control.

f. Staff Relationships. Figure 24 shows staff relationships in selected activities in major areas of responsibility of the logistics officer. Interrelated staff responsibilities in rear area security and area damage control are contained in figure 25.

See figures 24 and 25 at back of book.

Section VII. THE ASSISTANT CHIEF OF STAFF, G5 (CA)

3.11. General

a. The assistant chief of staff, G5 (CA) is the principal staff assistant on matters pertaining to the civil population, its government, economy and institutions in the area of operations. Fundamental considerations governing all staff actions of CA staff officers are—

(1) Support of military operations.

(2) Fulfillment of obligations arising from treaty, agreement, or customary military law.

(3) Support and implementation of the national policy of the United States.

(4) Transfer of responsibility from a military to a civil agency.

b. Doctrine on operations pertinent to CA is contained in FM 41-5, FM 41-10, and FM 100-5.

c. The activities of the G5 depend upon the CA mission assigned to the command. They may vary from liaison as in a logistical command to supervision of CA operations as in a field army.

3.12. Major Areas of Responsibility

The civil affairs functions listed below are grouped under three general categories. This grouping may vary at the several headquarters, e.g., at the higher echelons the sociological functions may be subdivided into public facilities and special functions (fig. 11). Every function is in some degree related to every other function. In actual operations the grouping is rearranged to match local conditions.

a. Government.

(1) Advice and measures implementing

relationship between civil and military authority in the area of operations in consonance with treaties, agreements, customary international law, and U.S. policy.

(2) Measures to insure a capable and compatible political administration.

(3) Measures to insure a capable and compatible judicial system.

(4) Measures to insure public order and safety, including civil defense.

b. Economic.

(1) Analysis of economic conditions in the area of operation.

(2) Control measures authorized and necessary to prevent deterioration of the economy and interference with military operations.

(3) Emergency assistance from military resources to provide minimum essentials of food, clothing, and shelter.

(4) Measures to restore, maintain, and improve economy of the area.

(5) Economic resources available for military use.

c. Sociological.

(1) Restoration of public services normally associated with modern society, including health, welfare, education, transportation, communications, works and utilities, and civil information.

(2) Measures to insure the processing, evacuation, and care of displaced persons and refugees.

(3) Measures to insure preservation of arts, monuments, and archives, and respect for local customs, traditions, and religious beliefs insofar as the military situation will permit.

d. Staff Relationships. Figure 26 shows staff relationships in selected activities in major areas of responsibility of the CA officer.

See figure 26 at back of book.

Section VIII. COMPTROLLER

3.13. General

a. The comptroller is included in the staff of theater army and theater army logistical command, and may be authorized in other commands having substantial comptroller functions (such as base or advance logistical commands).

b. The comptroller is the principal staff assistant in matters pertaining primarily to budgeting; finance, accounting, and internal controls; and progress and statistical reporting and analysis. He normally exercises staff supervision over the management engineering activities of the command. Fundamental considerations governing staff actions of comptrollers are—

(1) The comptroller does not relieve other staff members of their responsibilities for providing information and analysis in their functional fields. He does not supplant them, nor is he placed between them and the commander.

(2) The comptroller's job is to make certain that adequate information flows from all

relevant sources in time to be useful, and that intelligent analyses are made of this information as a basis for objectively and comprehensively appraising the administrative operations of the command.

3.14. Major Areas of Responsibility

a. Budgeting—performs those functions pertaining to fiscal planning, preparation, and supervision of budget execution.

b. Finance, Accounting, and Internal Control—plans, prepares, and supervises those functions relating to accounting systems, policies, and controls as they relate to fiscal, cost, and property accounting.

c. Progress and Statistical Reporting—supervises the collection, recording, summarization, reporting, review and analysis, and use of accounting data.

d. Management Engineering — supervises those programs concerned with management improvement.

Section IX. DIRECTORS, LOGISTICAL COMMANDS

3.15. General

The principal staff assistants in logistical commands are directors, and when authorized,

a comptroller (see par. 3.14 for duties of the comptroller). Directors are provided in one or more of the following areas, depending upon

the type logistical command (A, B, or C), personal, security, operations, supply and maintenance, service, and civil affairs. Within their respective fields fundamental considerations governing their staff actions are parallel to those described for general staff officers earlier in this chapter.

3.16. The Director of Personnel

The director of personnel coordinates and supervises activities pertaining primarily to—

a. Management of personnel as individuals, both military and civilian; manpower management; personnel records and reports; and replacements for the command.

b. Discipline, law, and order to include troop conduct and appearance, control and disposition of stragglers, and the handling of prisoners of war.

c. Administration of labor management policies with respect to non-U.S. civilian and prisoners of war labor to include the maximum effective use of indigenous labor, the use of prisoners of war and non-U.S. civilian employees, and the execution of policies regarding working conditions, rations, wages, allowances, and similar matters for non-U.S. civilian labor.

d. Graves registration activities.

3.17. The Director of Security

The director of security coordinates and supervises activities pertaining primarily to—

a. Intelligence activities within the logistical command to include the collection, processing, and dissemination of information of intelligence value; the supervision of intelligence training; counterintelligence operations; the conduct of security investigations; and the supervision of military and civil censorship activities.

b. The preparation of SOP, directives, and plans for the provision of plant or industrial type security against pilferage, rear area security and area damage control within the communications zone; and the coordination and supervision of the implementation of these documents by subordinate commanders.

3.18. The Director of Plans and Operations

The director of plans and operations coordinates and supervises activities pertaining primarily to—

a. Preparation of current and long-range plans, procedures, policies, and programs pertaining to the operations and functions of the logistical command.

b. Organization of the logistical command to include the compilation and submission of the phased troop basis for the logistical command to higher headquarters.

c. Selection and allocation of service troops by types and numbers required to support the mission of the logistical command.

d. Supervision and planning of movement of service units between the major subordinate commands of the logistical command.

e. Recommendation of priorities to govern the allocation of weapons, munitions, and equipment in short supply within units of the logistical command.

f. Conduct of inspections of units, installations, and activities within the logistical command.

g. Supervision and planning for training of subordinate units.

h. Support for special forces operations.

3.19. The Director of Services

The director of services coordinates and supervises activities pertaining primarily to—

a. Acquisition, allocation, administration, and disposition of fixed installations, facilities, and real estate.

b. Construction, rehabilitation, maintenance and repair, and provision of utilities for facilities and installations in the logistical command's area of responsibility.

c. The establishment of a medical support system to include hospitalization and evacuation of the sick and wounded.

d. Communication operations.

e. The control of movements to include transportation of units, personnel, and supplies via water, rail, highway, air, and pipeline, as appropriate.

f. The local procurement of services, to include the allocation of the means of production and local resources within established theater army policies.

3.20. The Director of Supply and Maintenance

The director of supply and maintenance coordinates and supervises activities pertaining primarily to—

a. The determination of supply requirements for supported forces and the logistical command.

b. The requisitioning, receipt, storage, distribution, and documentation of supplies and equipment.

c. The allocation of weapons, munitions, and equipment in short supply within the logistical command in accordance with the priorities established by the director of plans and operations.

d. The collection and disposition of excess, surplus, salvage, and captured enemy material.

e. The maintenance and repair of supplies and equipment.

f. The local procurement of supplies and equipment from local resources within established theater army policies.

3.21. The Director of Civil Affairs

The director of CA coordinates and supervises activities pertaining primarily to—

a. Liaison with the theater army civil affairs command.

b. Support of theater army civil affairs command in providing US Army goods and services to local population.

c. Logistic support of theater army civil affairs units within the command.

d. Civil affairs activities within authority granted by higher headquarters.

e. The procurement of local goods, services, real estate, and labor to support the military effort, in accordance with policies and procedures established by the theater army commander.

f. Liaison with the theater army CA command.

3.22. Staff Relationships

Figure 27 shows staff relationships in selected activities within major areas of responsibility of directors of logistical commands.

See figure 27 at back of book.

Section X. THE SECRETARY OF THE GENERAL STAFF

3.23. General

a. Staffs of higher headquarters may include a secretary of the general staff.

b. The secretary of the general staff provides executive assistance to the chief of staff. In staffs other than the general staff, the activities of a secretary of the general staff may be performed by a staff secretary.

3.24. Major Areas of Responsibility

The secretary of the general staff—

a. Acts as executive officer for the chief of

staff and deputy chief(s) of staff, and as office manager of the offices of the commander, chief of staff, and deputy chief(s) of staff.

b. Maintains office of temporary record for the chief of staff and deputy chief(s) of staff.

c. Receives officials visiting the headquarters for the purpose of conferring with the commander, the chief of staff, or deputy chief(s) of staff.

d. Performs other duties as may be assigned him by the chief of staff.

Section XI. OTHER STAFF MEMBERS

3.25. General

a. The responsibilities of other members of the staff discussed in the following paragraphs pertain only to their duties as staff officers. A special staff officer may perform specified functions of command over designated units when so directed by his commander. Technical service staff officers and aviation officers normally exercise operational control over their specialized activities under authority delegated by the commander.

b. Other members of the staff provide spe-

cialist advice on technical, administrative, or combat arms matters. The number of areas in which specialist advice is required is dependent upon the mission and the desires of the commander. Advice in a specialized field may be provided by an officer specifically assigned, attached, serving as a liaison officer, or assigned as a member of a principal staff section (e.g., unconventional warfare, psychological warfare or nuclear weapons employment officer.)

c. Special staff officers provide representation in the Tactical Operations Center (TOC) as re-

quired, and may establish and supervise the operations of an element in the TOC depending upon the situation and desires of the commander.

d. Any staff officer may be designated a personal staff officer. Those staff officers who are frequently designated personal staff officers are so indicated in the appropriate subsequent paragraph.

3.26. Adjutant General

The adjutant general—

a. Exercises operational and administrative responsibilities for personnel administrative services, records management, postal services, publications management, special services matters, and miscellaneous administrative functions.

b. Administers personnel management activities of military and civilian personnel pertaining to—

(1) Procurement, to include recruiting, enlistment, and reenlistment.

(2) Classification, awarding and changing of military occupational specialty (MOS); Army personnel testing; appointment, promotion, and reduction.

(3) Assignment, reassignment, transfer, replacement processing, reporting and requisitioning of personnel.

(4) Separation, discharge, relief from active duty, retirement, and transfer to the Army Reserve.

(5) Personnel services to include leaves of absence, welfare, awards, and decorations.

(6) Records required for personnel management functions to include military pay records.

(7) Miscellaneous personnel actions to include efficiency reports, line of duty determinations, personal affairs, dependents affairs, and similar matters.

c. Prepares and processes reports on casualties and prisoners of war.

d. Operates the data processing system which furnishes data and services concerning—

(1) Personnel rosters, strength returns, classification reports, locator cards, and other required personnel reports and statistics.

(2) Organization reports and statistics.

e. Operates the headquarters internal com-

munication control, distribution centers, and messenger service.

f. Operates the postal service.

g. Distributes, safeguards, and accounts for classified documents.

h. Publishes, authenticates, and distributes all orders and instructions except combat orders, certain technical instructions, and those instructions issued by special staff officers in their capacity as commanders.

i. Procures, stores, and distributes publications and blank forms.

j. Supervises field printing plants, controls contract field printing, and operates reproduction services for the headquarters.

k. Operates a forms control program, and in commands not having a comptroller, operates reports control and standardization programs.

l. Prepares and distributes station lists.

m. Supervises records administration throughout the headquarters and in subordinate units, installations, and activities.

n. Performs office service to reduce the routine administrative procedures required of other staff section including—

(1) Clerical training.

(2) Supervision of administrative procedures within the headquarters, and formulating directives pertaining thereto.

o. Operates courier service for proper delivery of classified correspondence and documents to supplement the Army-Air Force Postal Service.

p. Performs the operating functions of the replacement officer when no special staff section or command is assigned to this function.

q. Exercises operational control of the Army band assigned to the headquarters; performs technical supervision over, and coordinates activities of all Army bands of the command.

r. Exercises technical supervision over personnel administrative training throughout the command.

s. Prepares and supervises training programs of adjutant general units under his operational control.

t. Exercises technical supervision and operational control over the administration center when one is established.

u. Administers and operates the special services program; he—

(1) Advises on special services matters.

(2) Supervises all recreational activities to include entertainment programs, library service, service clubs, crafts shops, sport activities, and when directed, establishment and operation of rest, recreation, and leave facilities.

(3) Plans and recommends requirements for, and employment of, special services units and personnel.

(4) Supervises the determination and control of special services items of supply and equipment including quantities to be procured, requisitioned, and stocked; control of issues, and disposition of station excesses.

(5) Assists in preparing policy directives pertaining to the operation of special services activities.

(6) Exercises staff supervision over all recreational motion picture operations and the distribution of entertainment motion picture films.

(7) Prepares and supervises training programs of special services units under his operational control.

(8) Makes technical inspections of special services supplies and equipment to include organizational maintenance of such supplies and equipment.

(9) Coordinates the activities of civilian communities and/or agencies assisting in the Army recreation program.

3.27. Air Defense Officer

The air defense officer—

- a. Advises on the use of air defense means.
- b. Studies and evaluates enemy air defense capabilities, and advises Army aviation and other service agencies on measures to counter or evade.
- c. Insures coordination of Army air defense operations with theater joint air defense command, air defense elements of other Services, and Allies in the area of operations.
- d. Determines requirements for air defense units and recommends their allocation to subordinate Army units.
- e. Recommends the allocation of nuclear

weapons for air defense missions and, after coordination with G4, recommends the prescribed nuclear load for air defense units.

f. Prepares the air defense plan.

g. Prepares the air defense SOP.

h. Prepares and exercises staff supervision of training programs for air defense units of the command, and furnishes technical advice on air defense training.

i. Plans and coordinates the use of the air space with aviation and other staff members as appropriate.

3.28. Armor Officer

The armor officer—

- a. Advises on the use of armor.
- b. Determines requirements for the various types of armor units and equipment, and recommends their allocation to subordinate units.
- c. Assists in preparing plans and orders for the use of armor and for antitank defense.
- d. Inspects armor units as directed.
- e. In coordination with the intelligence officer, collects armor information; studies and evaluates enemy armor materiel, tactics, techniques, and capabilities; and disseminates armor intelligence, including technical intelligence information, through appropriate intelligence agencies and recommends changes in tactics and techniques that may result from study of enemy armor equipment or tactics.
- f. Maintains a tank trafficability map of the area of operations.

g. Assists in preparing and supervising the training programs for armor units.

h. Advises and assists technical service officers on problems peculiar to the equipment and employment of armor.

3.29. Artillery Officer

★ ("Artillery" as used in this paragraph includes both surface-to-surface and aerial field artillery as well as air defense artillery when used in a surface-to-surface role.)

The artillery officer—

- a. Advises on matters pertaining to artillery

fire support, artillery target acquisition, and deception operations by artillery.

b. Determines requirements for artillery fire support means and recommends the artillery task organization.

c. Provides information on the status of artillery ammunition on hand; recommends the artillery ammunition required supply rate; provides an estimate of the adequacy of the artillery ammunition available supply rate; recommends the available supply rate for subordinate commands.

d. Recommends the allocation of nuclear weapons for artillery missions and the artillery special ammunition load for artillery units, subordinate units, supply points, and depots, as appropriate.

e. Assists in the preparation of operation plans and orders to include the preparation of the artillery fire support appendix to the fire support annex.

f. Provides for target analysis and damage assessment of nuclear weapons employed on surface targets by artillery units of own forces.

g. Coordinates artillery survey within the command and with higher and adjacent commands.

h. Studies and evaluates enemy artillery capabilities.

i. Prepares the artillery portion of training programs and exercises staff supervision over artillery training throughout the command.

j. Monitors the maintenance condition of artillery equipment and advises the commander and responsible staff personnel of related problems.

3.30. Army Security Agency (ASA) Officer

The ASA officer—

a. Advises on communications and electronic intelligence, communications and electronic security, and those electronic warfare activities which are the responsibility of USASA.

b. Determines requirements for the various types of USASA units and recommends their allocation to subordinate units.

c. Assists in the preparation of operation

plans and orders to include the preparation of the communication-electronic countermeasures appendix and imitative communication deception appendix for inclusion in the electronic warfare annex.

d. Inspects USASA units as directed.

e. Advises and assists technical service officers on problems peculiar to the equipment, disposition, and employment of USASA units.

f. Advises and assists appropriate staff officers on matters pertaining to communications and electronic security and communications cover and deception.

3.31. Aviation Officer

The aviation officer—

a. Advises on Army aviation matters and exercises staff supervision over technical and flight aspects of administration, training, safety and operations of Army aviation units.

b. Maintains liaison with aviation staffs of higher and lower headquarters and with adjacent and supporting units.

c. Prepares and supervises the Army aviation portion of the training program and exercises staff supervision of Army aviation training in the command.

d. Plans and supervises the following Army aviation operations:

(1) Employment of Army aviation in tactical operations.

(2) Establishment and operation of the Army air traffic control system.

e. Assists the staff in preparing Army aviation portions of estimates, plans, orders, and reports and is responsible for the aviation portion of the air movement plan for airmobile operations.

3.32. Chaplain

The chaplain—

a. Advises on religion, morality, morale as affected by religion, and the use of chaplains in the command, and furnishes information, estimates, recommendations, and plans within these fields.

b. Coordinates religious ministrations of the command.

c. Assists in integrating the principles of good citizenship and moral behavior into the command. Assists the operations officer in the implementation of character guidance instruction in the training program.

d. Supervises and coordinates personnel and training matters pertaining to chaplains, including character guidance instruction and training conferences.

e. Establishes and maintains necessary liaison with various churches, civilian and religious organizations, and other organizations that assist in promoting religion and morality in the Army, and coordinates their religious activities within the command.

f. Establishes and maintains liaison with the chaplains of higher, adjacent, and subordinate headquarters and with chaplains of other services and forces of allied nations, when appropriate.

g. Coordinates religious ministrations to prisoners in confinement or arrest, prisoners of war, and civilian internees.

3.33. Chemical Officer

The chemical officer—

a. Provides advice on Chemical Corps matters including the planning and coordination of the use of chemical, biological, and radiological agents, weapons and munitions by the various arms.

b. Supervises the determination of requirements for, and the requisitioning, procurement, distribution, storage, and documentation of, Chemical Corps supplies, munitions, and equipment.

c. Plans and recommends requirements for, and employment of, chemical troops.

d. Prepares and supervises training programs of chemical units under his operational control, and exercises technical supervision over chemical training throughout the command.

e. At division level, supervises the Chemical, Biological, and Radiological Center (CBRC).

f. Plans and supervises the following chemical, biological, and radiological operations:

(1) Monitoring and decontamination of contaminated areas.

(2) Use of chemical (toxic, smoke, flame, and incendiaries) and biological agents in tactical operations.

(3) Chemical and radiological surveys.

(4) Operation of maintenance and repair facilities and clothing impregnating plants; and field-filling of Chemical Corps munitions.

(5) Technical inspection of Chemical Corps equipment and supplies, to include the organizational maintenance of such equipment and supplies.

(6) Recovery, evacuation, maintenance, and reclamation of Chemical Corps materiel beyond the capabilities of using units.

(7) Examination and processing of captured chemical, biological, and radiological materiel.

(8) Technical intelligence pertaining to chemical, biological, and radiological warfare.

(9) The equipment status reporting system within his area of responsibility.

g. Advises on chemical, biological, and radiological defense.

h. Assists in planning chemical participation in barrier and denial operations.

i. Exercises technical supervision of chemical, biological, and radiological operations to include—

(1) Prediction of fallout.

(2) Prediction of casualty-producing effectiveness and degree of hazard of CBR agents.

(3) Planning and coordination of CBR surveys.

(4) Maintenance of CBR situation map.

(5) Dissemination of CBR contamination charts as required.

3.34. Dental Surgeon

The dental surgeon—

a. Advises on the dental service of the command.

b. Advises on the dental health of the command.

c. Plans and supervises operation of the dental service in subordinate units.

d. Determines the needs for dental supplies and equipment.

e. Prepares reports on the dental activities of the command.

3.35. Engineer

The engineer—

a. Advises on engineer matters.

b. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of engineer equipment and supplies.

c. Makes plans and recommendations pertaining to requirements for, and employment of, engineer troops.

d. Prepares and supervises training programs for the engineer units under his command or operational control.

e. Exercises technical supervision over engineer activities throughout the command.

f. Plans and supervises engineer operations pertaining to—

(1) Construction, maintenance, and repair of roads, trails, highways, bridges, and inland waterways, as well as construction and major repair of railways, cableways, and tramways.

(2) Construction and major repair of military pipeline systems.

(3) Construction, maintenance, rehabilitation, and repair of camps, cantonments, warehouses, hospitals, and structures of every character (except signal communication), airfields, harbors, permanent fortifications, and all means of river crossing including tactical, fixed, and floating bridges, boats, rafts, and assault bridging.

(4) Barrier and denial operations to include advising the operations officer concerning implementation; supervising the technical aspects of employment; preparing of plans and orders; and as appropriate, assisting in the location and construction of obstacles requiring special skill and equipment (including atomic demolition munitions).

(5) Amphibious operations to provide tactical and tactical support in offensive and defensive actions on the beach or in shore areas

to include assistance in lifting tactical units in landings on hostile shores, and shore party support.

(6) Construction, maintenance, repair, and operation of utilities, including water supply systems, fixed bathing installations, and portable and fixed electric power plants including nuclear power plants.

(7) Fire protection at camps, depots, ports, hospitals, and airfields.

(8) Acquisition, administration, and disposition of real estate.

(9) Procurement, reproduction, and distribution of maps and map substitutes.

★(10) Camouflage measures to include preparation of instructions on the use of concealment and visual deception devices and materials.

(11) Engineer reconnaissance, field surveys, mapping projects, preparation of terrain studies, natural resources and environmental studies, and providing ground control support for artillery.

(12) Demolitions, including atomic demolition munitions (ADM).

(13) Generation of certain gases such as acetylene and liquid oxygen for missiles.

(14) Classification of roads and bridges as indicated by their physical condition; preparation and posting of permanent signs for route marking and traffic control on temporary and permanent routes; issue of materials to military police units for preparation and posting of temporary signs on temporary and permanent routes.

(15) Insect and rodent control and fumigation of buildings.

(16) Operation of engineer maintenance facilities to include on-site maintenance at fixed air defense installations.

(17) Technical inspection of engineer equipment and supplies to include organizational maintenance.

(18) Recovery, evacuation, maintenance, and reclamation of engineer material beyond the capabilities of using units.

(19) Examination, exploitation, and processing of captured engineer supplies.

- (20) Engineer technical intelligence.
- (21) The equipment status reporting system within his area of responsibility.

3.36. Finance and Accounting Officer (Finance Officer in Tactical Commands)

a. The finance and accounting officer—

(1) Recommends procurement and employment of finance personnel.

(2) Furnishes financial data and advice, and assists in preparing estimates, recommendations, plans, and reports relating to finance matters.

(3) Performs financial accounting functions as prescribed, including fiscal, cost, and finance property accounting and including the certification of availability of funds.

(4) Prepares and certifies civilian payroll, travel, commercial, and other vouchers or claims.

(5) Disburses money determined to be due, making cash and check payments, and issues U.S. savings bonds.

(6) Receives and deposits government funds.

(7) Advises on nonappropriated fund accounting and financial matters.

(8) Prepares, analyzes, and presents financial data for management purposes.

(9) Administers and executes collection policies and procedures in coordination with other staff officers.

b. The functions in *a* above, except cost and financial property accounting, are performed by finance officers in division and higher tactical organizations.

c. The finance and accounting officer at major administrative command levels is also responsible for—

(1) Processing reports of survey.

(2) Savings and life insurance programs.

(3) Establishing and maintaining banking facilities.

(4) Providing currency of types necessary for operation.

(5) Consolidating, analyzing, and presenting to the commander summary financial data furnished by subordinate units, and forwarding consolidated reports of such data.

(6) Accounting required by the command headquarters including operating agency fiscal accounting and, as required, fiscal station accounting in support of the headquarters.

d. When not functioning as a finance and accounting officer, the finance officer performs all of the activities listed in *a* and *c* above associated with the receipt and disbursement of public funds and in addition, functions as directed by the commander.

e. Finance officers at army group and corps headquarters have limited administrative duties. They act as advisers. The responsibilities of the finance officer of an independent corps are identical to those of a field army finance officer.

★3.36.1 Fire Support Coordinator

A fire support coordinator is designated when the nature of operations makes it desirable that the coordination of fire support in the attack of surface targets be centralized at a level below the general staff level. At division, corps, and field army headquarters, the artillery staff officer normally is designated the fire support coordinator, a special staff functioning primarily under the general staff supervision of the Assistant Chief of Staff, G3 (S3 in smaller units). Doctrine concerning the fire support coordinator and fire support coordination procedures is contained in FM 6-20-1 and FM 6-20-2. The fire support coordinator's responsibilities include—

a. Advising the commander and staff on all fire support matters concerning the delivery of fires on surface targets, including—

(1) Requirements for fire support means and recommendations concerning their use.

(2) Recommendations concerning the available supply rate of ammunition, the allocation of nuclear weapons, and the special ammunition load as they concern fire support on surface targets.

(3) Enemy fire support capabilities.

(4) Deception operations by fire support on surface targets.

b. Preparing the fire support annex to operation plans and orders and coordinating and in-

tegrating the air, artillery, chemical, and other fire support appendixes to the fire support annex.

c. Coordinating all supporting fires delivered on surface targets.

d. Providing for target analysis and damage assessment of nuclear fires employed on surface targets by own forces.

3.37. Headquarters Commandant

The headquarters commandant—

a. Exercises operational control over headquarters troops not assigned or attached to subordinate commands.

b. Is responsible for—

(1) Local security of the headquarters.

(2) Arrangement and movement of the headquarters.

(3) Supervision of training and morale activities of headquarters personnel and casu-als.

(4) Supervision of headquarters mess and supply.

(5) Messing and quartering of personnel of the headquarters and casu-als.

(6) Reception and accommodation of visitors to the headquarters.

(7) Supervision of motor transportation organic to, or allocated for, use by the headquarters.

(8) Provision of protective areas for casu-als and personnel of the headquarters.

3.38. Historian

The historian—

a. Advises on historical activities of the command and assists in planning historical coverage.

b. Assembles material necessary to write a comprehensive and accurate history of the unit and to support the prescribed Department of the Army historical program.

c. Prepares special studies based on assembled material.

d. Supervises the collection, preservation and disposition of historical records and properties.

3.39. Information Officer

The information officer—

a. Advises the commander and staff on all

aspects of troop information, public information, and command relations with the public. He may serve as a member of the personal staff group.

b. Coordinates and supervises all public information functions within the command and all troop information to include: information planning; dissemination of troop information; publication of Army newspapers and other information media; and operation of troop information broadcast stations and networks in oversea commands.

c. Disseminates information pertaining to the command to appropriate information media in accordance with established command and security policies.

d. Plans positive and continuing public relations programs to gain and maintain public understanding, good will, and support.

e. Maintains liaison with, receives, escorts, and controls certain activities of, civilian and military information media representatives, and assists them in obtaining and clearing material relating to the command.

f. Observes and analyzes trends in public opinion.

g. Insures that material for public release has been reviewed for security clearance under established policies.

h. Prepares the public information and troop information portions of standing operating procedures and of operation plans and orders.

i. Makes recommendations for the training and using of personnel assigned to information duties.

3.40. Inspector General

The inspector general—

a. Inquires into and reports upon matters which pertain to the performance of the mission, state of discipline, efficiency, and economy by conducting inspections, investigations, surveys, and studies as directed by the commander and as prescribed by law and Army regulations.

b. Consults all staff sections, prior to making inspections, to obtain special items for attention of inspection personnel and to obtain technical assistance.

c. Advises staff sections concerning matters noted during inspections and furnishes them with copies of extracts of inspection reports of direct interest to the staff section.

d. Receives, investigates, and reports upon allegations, complaints, and grievances of individuals and agencies.

e. Recommends remedial action to correct deficiencies and delinquencies noted in inspections or investigations.

f. Advises the commander concerning the releasability of information from Inspector General reports of inspection or investigation.

g. Is under the immediate direction and control of the commander of a command, installation, or activity on whose staff he serves.

3.41. Liaison Officer

The liaison officer's primary duty is to maintain continuity in the exchange of information and to promote cooperation and coordination of effort by personal contact between two or more headquarters or agencies. A discussion of liaison activities is contained in chapter 9, section IV.

3.42. Ordnance Officer

The ordnance officer—

a. Advises on ordnance matters.

b. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of, ordnance equipment, supplies, and ammunition, including missile and nuclear weapons.

c. Makes plans and recommendations pertaining to requirements for, and employment of, ordnance troops.

d. Prepares and supervises training programs of ordnance units under his command or operational control, and exercises technical supervision over ordnance activities throughout the command.

e. Advises on all aspects of ordnance materiel and service, including the characteristics, capabilities, limitations, and standards of serviceability of materiel, approved methods of operation, preventive maintenance, and the supply situation.

f. Plans and supervises the following ordnance operations:

(1) Recovery, evacuation, and maintenance of ordnance material beyond the capabilities of the using units.

(2) Instruction of using personnel in organizational supply and maintenance of ordnance equipment and supplies.

(3) Technical inspection of ordnance supplies, equipment, and munitions including missiles and nuclear weapons, and including organizational maintenance of such supplies, equipment and munitions.

(4) Collection and reclamation of captured or abandoned ordnance supplies, equipment, and ammunition.

(5) Operation of the Army explosive ordnance disposal service, and ballistic and technical service.

(6) Technical intelligence.

(7) The equipment status reporting system within his area of responsibility.

3.43. Provost Marshal

The provost marshal—

a. Advises on the maintenance of order and discipline and the enforcement of laws, orders, and regulations.

b. Plans and recommends requirements for, and supervises the employment of, military police troops.

c. Prepares and supervises training programs of military police units under his operational control and for military prisoners and prisoners of war, and exercises overall technical supervision of military police training within the command.

d. Exercises technical supervision over, and coordinates activities of, military police of the command.

e. Plans and supervises the following military police operations:

(1) Confinement, care, and rehabilitation of military prisoners in stockades, rehabilitation training centers, and hospital prison wards.

(2) Collection, evacuation, processing, internment, care, treatment, discipline, safe-

guarding, utilization, education, and repatriation of enemy prisoners of war.

(3) Processing, internment, care, treatment, discipline, safeguarding, utilization, education and repatriation of those civilians who are interned by and are the responsibility of the U.S. Army.

(4) Control of circulation and identification of military personnel and, in coordination with G5, similar control of civilian population.

(5) Apprehension of military offenders and of civilians who commit offenses in areas under military jurisdiction.

(6) Control of traffic, including the preparation and posting of temporary signs for route marking and traffic control on temporary and permanent routes.

(7) Prevention and investigation of crime.

(8) Protection of government property, including the prevention of pilferage of equipment and supplies in transit and in storage.

(9) Measures for aid to military or civil authorities in civil disturbances and disasters to include coordination of these measures.

(10) Operation of branch enemy prisoner of war and civilian internee and American prisoner of war and civilian internee information centers in theaters of operations.

3.44. Psychological Warfare Officer

The psychological warfare officer—

a. Advises the commander, staff and units on psychological activities and psychological warfare operations.

b. Exercises operational control over all psychological warfare units and personnel not assigned or attached to subordinate units.

c. Coordinates psychological warfare operations.

d. Prepares and supervises training programs for psychological warfare units under his operational control, and exercises technical supervision over psychological warfare training throughout the command.

e. Plans and supervises psychological warfare operations, including—

(1) Preparation and dissemination of plans, directives, orders, and requests.

(2) Dissemination of area studies, research reports, and other pertinent information to in-

terested action agencies.

(3) Formulation of research and intelligence requirements and the submission of such requirements to G2.

(4) Further evaluation of intelligence and the preparation of the psychological warfare estimate.

f. Provide advice on the effect of hostile psychological warfare operations, and disseminates this evaluation for use in troop information and public information.

g. Coordinates with representatives of other agencies concerned with informational activities in the area.

h. Advises on requirements of the command for trained psychological warfare units, personnel, equipment, supplies, and research.

i. Prepares and supervises plans for psychological support of unconventional warfare operations.

j. Provides technical advice and assistance in the reorientation of defectors and prisoners of war.

k. Assists in foreign military psychological warfare training, and in coordination of allied psychological warfare operations.

3.45. Quartermaster

The quartermaster officer—

a. Advises on matters pertaining to quartermaster activities.

b. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of, quartermaster supplies and equipment.

c. Plans and recommends requirements for, and employment of, quartermaster troops.

d. Prepares and supervises training programs of quartermaster units under his command or operational control, and exercises technical supervision of the quartermaster aspects of training of the command.

e. Exercises technical supervision over quartermaster activities throughout the command.

f. Plans and supervises the following quartermaster operations:

(1) Planning for and operation of installations to include—

(a) Troop labor pools.

(b) Petroleum products laboratories, tank farms, and pipelines.

(c) Can and drum manufacturing, reclamation, cleaning, and filling facilities.

(d) Laundry and dry cleaning, mobile bath units, and facilities for disinfestation of clothing and equipment.

(e) Bakery and refrigeration facilities, gardens and farms, sales stores and commissaries.

(f) Baggage warehouses and personal effects depots.

(g) Exchange facilities until Army-Air Force Exchange Service establishes nonappropriated exchange service.

(2) Preparation and packaging of supplies and equipment for air delivery by parachute or free fall.

(3) Purchasing and contracting (in absence of a general procurement board, central purchasing authority, or purchasing officer).

(4) Graves registration activities.

(5) Technical inspection of quartermaster supplies and equipment within the command to include organizational maintenance of such supplies and equipment.

(6) Recovery, evacuation, maintenance, and reclamation of quartermaster materiel beyond the capabilities of using units, including parachutes.

(7) Direction and supervision of the food service program.

(8) Examination and processing of captured quartermaster supplies and equipment.

(9) Salvage service for abandoned materiel and supplies of all types except for specified items of other technical services.

(10) Quartermaster technical intelligence.

(11) The equipment status reporting system within his area of responsibility.

3.46. Signal Officer

The signal officer—

a. Advises on signal matters, including communication security, signal communications, location of headquarters, location of area signal centers, and the use of signal activities for deception.

b. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of signal equipment and supplies.

c. Plans and recommends requirements for, and employment of, signal troops.

d. Prepares and supervises training programs of signal units under his operational control and exercises technical supervision over signal training of the command.

e. Exercises technical supervision over signal and communication activities throughout the command.

f. Allocates frequencies and controls the use thereof.

g. Takes the following action on electronic warfare—

(1) Advises the commander and staff on matters pertaining to electronic warfare support.

(2) Prepares the electronic warfare plan (including EW annex to operations order) and supervises electronic warfare operations to include communication transmission security, coordination of frequency allocation, control of electromagnetic radiation, and provision of positive procedures for control of jamming.

(3) Coordinates electronic warfare plans and operations with G2, G3, artillery air defense, army aviation, army security agency, higher, lower, and adjacent headquarters, and supporting services.

★g.1. Takes the following action on matters pertaining to electromagnetic radiation (EMR)—

(1) Advises the commander and staff on matters pertaining to EMR environments within the command.

(2) Maintains cognizance of RF producing equipment within the command and advises on the effective employment of the equipment to minimize RF interference on communication equipment and nuclear and conventional weapon systems.

(3) Advises the command on expected effects of all source produced RF on the command.

(4) Coordinates measures to minimize EMR with G2, G3, artillery, air defense, army aviation, army security agency, higher, lower, and adjacent headquarters and supporting services.

h. Plans and supervises the following signal operations:

(1) Installation, operation, and maintenance of the area signal communication system and the installation and maintenance of special purpose communication systems.

(2) Communication systems, including

Army aviation electronics and communications, to insure compliance with established communication security regulations.

(3) Still and motion picture photographic services pertaining to operations and training.

(4) Reproduction of aerial photos made for Army use, and operation of film libraries and film equipment exchanges.

(5) Operation of signal supply, maintenance, and repair facilities, except in the airborne division.

(6) Examination and processing of captured signal supplies.

(7) Technical intelligence pertaining to signal activities, except those signal communication activities which are the responsibility of the U.S. Army Security Agency.

(8) Technical inspection of Signal Corps equipment and supplies to include organizational maintenance, except in the airborne division.

(9) Recovery, evacuation, maintenance, and reclamation of Signal Corps material beyond the capabilities of using units, except in the airborne division.

(10) Signal aspects of electronic warfare operations.

(11) The equipment status reporting system within his area of responsibility.

(12) Signal aspects of combat surveillance systems.

i. Operates the tactical data processing system which furnishes data and service concerning—

(1) Equipment status reports.

(2) Other data processing services as required.

3.47. Staff Judge Advocate

The staff judge advocate—

a. As a member of the personal staff, furnishes legal advice to the commander, the staff, and subordinate commanders.

b. Supervises the administration of military justice within the command:

(1) Communicates directly with the commander on military justice matters.

(2) Examines and recommends to the convening authority appropriate action on charges before they are referred for trial by general courts-martial; reviews records of trial by general courts-martial and military commission; and recommends to the convening authority the action he should take with respect thereto.

(3) Provides counsel who are qualified lawyers within the sense of Article 27(b), Uniform Code of Military Justice, for trial and defense of general courts-martial and as defense counsel when requested at investigations conducted pursuant to Article 32, Uniform Code of Military Justice.

(4) Reviews records of trial by special

and summary courts-martial for legal sufficiency and initiates appropriate corrective action where necessary; and is custodian of special and summary courts-martial records of trial.

(5) When required, prepares and processes correspondence concerned with the imposition of nonjudicial punishment under Article 15, Uniform Code of Military Justice; in appropriate cases, reviews appeals from punishment imposed under Article 15 and makes recommendations thereon to the commander.

(6) Recommends policies relating to conditions under which pretrial and post-trial confinement of military personnel will be imposed; advises and assists other staff agencies and subordinate commands in the enforcement of announced policies relative to confinement.

(7) Supervises military justice training within the command.

(8) Recommends policies relating to liaison with law enforcement and judicial agencies in the civilian community.

c. Furnishes legal assistance and advice to military personnel, their dependents, and other authorized persons concerning personal, civil, and legal problems.

d. Supervises and administers all matters pertaining to claims and recommends action to be taken, including certification for payment, if appropriate.

e. Provides legal opinions and advice on public international law matters, both customary and conventional, e.g., the Hague Regulations, the Geneva Conventions of 1949, status of forces agreements, etc., and on the applicability of United States laws in foreign countries. Provides advice on foreign and private international law problems.

f. Examines procurement contracts, furnishes legal advice in connection with disputes and other problems in the procurement field, and provides counsel in Armed Services Board of Contract Appeals cases tried under the Optional Accelerated Procedure; furnishes legal advice with respect to the utilization and disposal of Government property.

g. Supervises the administration of war crimes matters within the command.

h. Has operational control over judge advocate teams assigned or attached to the command, except for those attached only for logistical support.

3.48. Surgeon

The surgeon—

a. Advises on the medical and veterinary services of the command and occupied territory.

b. Advises on the medical effects of weapons including chemical, biological, and nuclear on personnel, rations, and water.

c. Prescribes treatment procedures and insures that facilities for treatment of chemical and biological warfare casualties are available; insures that chemical first aid supplies are in the hands of the troops; examines foodstuffs and water to determine suitability for consumption after exposure to chemical, biological or radiological agents; advises on preventive medical measures to be taken by our troops against the effects of biological agents; and furnishes detailed technical evaluation of the impact of these weapons on our troops.

d. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of, medical, dental, and veterinary equipment and supplies.

e. Plans and recommends requirements for, classification of, and employment of, medical service personnel.

f. Prepares and supervises training programs of the medical units under his operational control and exercises technical supervision over medical aspects of the training of the command.

g. Exercises technical supervision over medical activities throughout the command, including sanitation, first aid, sanitary aspects of food service, and health of the command.

h. Plans and supervises the following medical service operations:

(1) The system of treatment and evacuation to include aero-medical evacuation performed by medical air ambulance units and by nonmedical Army aviation units.

(2) Preventive medicine within the command and assistance to G5 as required in public health activities.

(3) Professional medical service in subordinate units.

(4) Veterinary food inspection service and animal veterinary service of the command and assistance to G5 as required in civil veterinary activities.

(5) Preparation of reports on, and custody of, the records of injured, sick, and wounded.

(6) Medical supply, maintenance, and repair facilities.

(7) Examination and processing of captured medical equipment and supplies, and necessary inspection service for captured animals and food supplies.

(8) Medical technical intelligence.

(9) Technical inspection of medical equipment and supplies to include organizational maintenance.

(10) The equipment status reporting system within his area of responsibility.

(11) Medical laboratory service.

(12) Blood transfusion service.

i. Submits to the Surgeon General problems of a professional nature requiring research and development with appropriate recommendations.

3.49. Transportation Officer

The transportation officer—

a. Advises on transportation matters.

b. Supervises the determination of requirements for, requisitioning, procurement, storage, distribution, and documentation of, equipment and supplies for which the Transportation Corps is responsible.

c. Makes plans and recommendations covering requirements for, availability of, and employment of transportation and transportation troops within the command, to include Army air transport as set forth in *f* below.

d. Prepares the transportation portion of the training program, less technical and tactical flight aspects of Army aviation training, supervises training programs of transportation units under his operational control, and exercises technical supervision over the transportation aspects of training of the command.

e. Exercises technical supervision over transportation activities throughout the command.

f. Makes plans and recommendations pertaining to—

(1) Requirements for Army air transport for administrative movement of troops and supplies.

(2) Availability of Transportation Corps aviation units.

(3) Employment of Army air transport utilized for administrative movement of troops and supplies.

g. Except for employment of Army air transport, discussed in *h* below, plans and supervises the following:

(1) Establishment and operation of the transportation service of the command, except pipelines.

(2) Preparation of detailed orders for movement of troops and supplies by all means of transportation.

(3) Preparation of orders for the regulation of transportation means and for the operation of transportation movements.

(4) Preparation of recommendations concerning location and adequacy of main supply routes and location of supply and service installations.

(5) Coordination of all organic, attached, and supporting transportation agencies, of the command, to include civilian transportation when appropriate.

(6) Maintenance of liaison with transportation agencies of higher, adjacent, subordinate, and supporting headquarters, and with those of applicable Navy, Air Force, and allied commands.

(7) Preparation and maintenance of records, studies, graphs, and plans pertaining to the employment of transportation of the command, to include availability tables, assignment tables, road distance and time length tables, road movement tables, road movement graphs, and loading plans.

(8) Operation of staging areas, terminals, and Transportation Corps maintenance and supply facilities.

(9) Technical inspection of Transportation Corps equipment and supplies, to include organizational maintenance.

(10) Recovery, evacuation, maintenance, and reclamation of Transportation Corps material to include Army aircraft beyond the capabilities of using agencies.

(11) Examination and processing of captured transportation and equipment.

(12) Transportation technical intelligence activities.

(13) The equipment status reporting system within his area of responsibility.

h. With respect to employment of Army air transport, plans and supervises the following:

(1) Employment of Army air transport utilizes for administrative support and integration thereof with other modes of transport.

(2) Preparation of orders for administrative movement of troops and supplies.

(3) Preparation and maintenance of availability and assignment tables, records, studies and graphs.

3.50. Unconventional Warfare Officer

The unconventional warfare officer—

a. Advises on unconventional warfare matters.

b. Recommends employment of unconventional warfare forces in zone or future zone of commander's responsibility.

c. Maintains liaison with the theater command responsible for the conduct of unconventional warfare.

d. Maintains liaison with unconventional warfare units within the command.

e. Provides advice on coordination of UW destruction missions with conventional forces and objectives.

f. Collects and disseminates intelligence from SF attachments, particularly that of a target acquisition nature.

3.51. Weather Officer

To provide for adequate coordination of weather service operations, Weather Officers are provided to tactical commanders by the Air Weather Service. In some instances the Weather Officer will be the weather unit commander. However, he will normally be another officer whose primary duty will be to provide staff assistance to the tactical commander. The weather officer—

a. Advises the commander of the organization, functions, and capabilities of supporting weather facilities.

b. Keeps abreast of plans to insure that adequate facilities will be provided to meet weather service requirements.

c. Insures requirements for weather observing and reporting are clearly defined and thor-

oughly coordinated with the organizations which will provide the reports.

d. Insures that weather service requirements for communications, administrative, and logistical support are made known to the agencies responsible for providing the reports.

e. Assists the commander in analyzing and fulfilling command requirements for weather training.

3.52. Commanders of Attached or Supporting Units

Commanders of units attached to or supporting a headquarters which has no organic staff representation related to the attached or supporting unit act as advisers on matters relating to their units. These commanders normally maintain a liaison officer at the headquarters of the attached or supported unit.

CHAPTER 4

CONTROL OF OPERATIONS

Section I. GENERAL

4.1. General

a. The introduction of nuclear weapons, the addition of organic long range means for delivery of nuclear and nonnuclear weapons, and the increased capabilities in other operations activities have increased the complexity of the commander's problem of exercising command. The commander requires effective means to assist him in the direction, control and coordination of his organic, assigned or attached forces, in the integration of the tactical support provided to him by other Army elements and by elements of the other services, and in the coordination of other service operations with his own operations to the extent authorized by higher authority.

b. The direction control and coordination of operations is provided by adequate communications means and command facilities, and is facilitated by measures to speed command and staff action in the coordination of operational activities.

(1) Communications are discussed in chapter 9, section IV.

(2) Command facilities are discussed in this section.

(3) Measures for speeding command and staff action in the coordination of operational activities are discussed in subsequent sections of this chapter.

4.2. Command Facilities

a. Command Posts. The command post is where the commander and his staff work and should be located to—

(1) Facilitate control of subordinate units.

(2) Provide sufficient area to accommodate all staff sections.

(3) Provide sufficient space for a motor park, a helicopter landing area, messes, ele-

ments of the command headquarters company, and signal personnel.

(4) Take advantage of existing shelter and communication systems.

(5) Provide for adequate cover, concealment, and dispersion.

(6) Facilitate security measures.

(7) Provide sufficient drainage and hardstand.

(8) Require a minimum of construction.

b. Headquarters Echelonment.

(1) *General.* In the field, headquarters of divisions and larger units normally operate in two or more echelons. This permits greater dispersion of personnel and equipment and provides an alternate control facility. The various echelons of the headquarters are not separate levels of command but components of the same headquarters.

(2) *Major tactical headquarters echelonment.* Field army, corps, and division headquarters frequently are organized in three echelons: the main echelon (termed "the command post"), the rear echelon, and the tactical command post.

(*a*) *Main echelon (command post).* The main echelon generally consists of the commander and other headquarters personnel required to assist in the control of operations. To provide for overall staff coordination, all general staff sections normally are represented. The general location of the command post is recommended by the G3 after coordination with the signal officer. The CP must be capable of rapid and frequent movement; and it is desirable that it be capable of functioning effectively in transit. The G3 notifies all interested headquarters of the time the CP will close in the old area and open at the new location. The CP may move as an entity or by echelonment, within the requirement for continuous operation.

(b) *Rear echelon.* This consists of those staff agencies and other headquarters personnel engaged in administrative activities not related directly to the control of operations. The rear echelon normally is located in the rear area of the command. The G1 recommends the general location of the rear echelon after coordination with the G4, G5, and signal officer, and approves the specific location, selected by the headquarters commandant. In selection of the rear echelon location, consideration is given to the same general physical factors applied in locating the main echelon. Displacement of the rear echelon is ordered by the chief of staff.

(c) *Tactical command posts.* A third echelon is established when required by the tactical situation or when desired by the commander.

It is termed the tactical command post and consists of a small selected staff party operating away from the main echelon to assist in the control of tactical and tactical support operations. The commander is present as he deems necessary. This echelon is generally not capable of sustained operations.

(d) *Arrangement of headquarters.* Arrangement and layout of headquarters is shown in FM 101-10. Functioning of infantry, armored, and airborne division command posts is covered in FM 7-100, FM 17-100, and FM 57-100, respectively.

(e) *Movement of headquarters.* Staff responsibilities in connection with movement of headquarters are covered in paragraph 3.4e.

Section II. CONTROL OF OPERATIONS IN THE FIELD ARMY

4.3. General

a. Commanders are responsible for the direction, control, and coordination of operations of their organic, assigned, or attached forces. This includes all organic, assigned, or attached tactical, tactical support, and administrative support means. Commanders are responsible also for integrating with their operations that support provided by other Army elements and by elements of other Services. (FM 100-5)

b. General principles applicable to the control of operations are—

(1) Authority for the conduct of operations is decentralized to subordinate commanders to the maximum practicable degree.

(2) Commanders exercise only the minimum control and coordination over subordinate commanders' operations necessary for effective combat operations.

(3) The commander delegates to staff officers the maximum practicable authority to accomplish assigned functions in their areas of interest.

(4) Maximum use is made of established command policy and standing operating procedures.

4.4. Means

a. The tactical and tactical support means which the commander must control and coordinate, are—

(1) Organic, assigned, or attached maneuver elements such as corps, division, combat command, and battle groups; other maneuver elements not assigned or attached to subordinate major echelons of the command; and Army airborne or airmobile forces.

(2) Organic, assigned, or attached tactical support elements including—

(a) Surface-to-surface fire support.

(b) Surface-to-air fire support.

(c) Army aviation support.

(d) Communications and electronic warfare support.

(e) Chemical and biological support.

(f) Combat engineer support to include atomic demolition munitions.

(g) The support provided by psychological warfare units, tactical cover and deception units, and under certain circumstances, civil affairs units and special forces units.

(h) The meteorological support provided by artillery units.

b. The tactical support means which the commander must integrate include—

(1) US Army Security Agency support.

(2) Tactical air support from Air Force, Navy, and Marine air elements.

(3) Air defense support provided by Air Force, Navy, and Marine air elements in conjunction with Army air defense forces in the combat zone.

- (4) Naval surface-to-surface support.
- (5) Weather and meteorological support provided by the Air Weather Service.

c. The administrative support means with which the commander is concerned are—

(1) Organic assigned or attached administrative support elements including—

- (a) Chemical support.
- (b) Engineer support.
- (c) Medical support.
- (d) Military police support.
- (e) Ordnance support.
- (f) Quartermaster support.
- (g) Signal support.
- (h) Transportation support (surface and air).
- (i) Replacement support.
- (j) Civil affairs support.

(2) Other administrative support elements in direct support of the field army include—

- (a) Replacement units of theater army replacement and training command.
- (b) CA units of the theater army civil affairs command.
- (c) Logistical support units of petroleum, communications, and transportation intersectional services.
- (d) Advance logistical command (ADLOG).
- (e) Units of other services or allies which provide administrative support.

4.5. Organization for Control of Operations

Organization for control of operations is established in two ways: organization for combat and organization of the staff.

a. Organization for Combat. This is achieved by grouping units and designating command relationships. The most commonly established relationships are—

(1) *Assigned.* Units are placed in an organization on a relatively permanent basis and are controlled and administered for their primary function by that organization.

(2) *Attached.* Units are bound temporarily to a command other than their assigned command. When a unit is attached to another unit, the commander to whom the attachment is made then commands the attached unit. Subject to limitations imposed by the attachment

order, this implies full responsibility for supply, administration, training, and operations.

(3) *Support.* This is a mission or task requiring one unit, under command of its parent headquarters, to support another specific unit. The supporting unit is authorized and required to answer directly the supported unit's requests for support. For specific application to artillery (support, direct support, general support, reinforcing, or general support/reinforcing), see FM 6-20.

(4) *Operational control.* Units are placed under a commander or staff officer for assignment of tasks and authoritative direction to accomplish the mission. Operational control does not include responsibility or authority for administration, discipline, internal organization, or training.

b. Organization of the Staff.

(1) The general staff organization is used in field army, corps, and division headquarters (ch. 2, sec. III).

(2) Rapid coordination among staff elements is essential to insure expedited staff actions, command decisions, and implementation of these command decisions. To facilitate the attainment by the staff of the required speed of action and coordination, facilities called "centers" are utilized. These centers are not TOE organizations, and do not constitute a separate agency or echelon of command.

(3) The organization, composition and general functions of type centers used in the field army are discussed in paragraphs 4.6 to 4.9.

4.6. Tactical Operations Center (TOC)

a. General.

(1) The staff representation in the Tactical Operations Center (TOC) assists the commander in the tactical operations aspects of his exercise of command by providing current information on tactical operations and the tactical support available, expeditiously recommending command decisions or taking action within established policies, and issuing implementing instructions.

(2) The TOC at field army is designated the Field Army Tactical Operations Center (FATOC), at independent corps, the Independent Corps Tactical Operations Center

(ICTOC), and at corps, the Corps Tactical Operations Center (CTOC).

(3) The functions at field army and independent corps level are similar. At corps the functions are also similar except that coordination with the other services is effected at field army level.

b. Authority and Responsibilities.

(1) The commander should delegate to the maximum extent practicable the authority to accomplish the functions of direction, control, coordination and integration. This authority should be delegated to the officer who is assigned primary general staff responsibility for supervision of the TOC.

(2) The chief of staff is responsible for execution of staff tasks, efficient and prompt response of the staff, and coordinated efforts of its members. He exercises overall direction of

the entire staff to include the staff representatives in the TOC.

(3) The assistant chief of staff, G3 has general staff responsibility for insuring the coordination or integration of available tactical support with tactical operations. Normally, the assistant chief of staff, G3, without derogation of the normal responsibilities and functions of other general and special staff officers, will be assigned primary general staff responsibility for supervision of the TOC.

(4) Detailed coordination of the current operational activities of G2 including G2 Air, G3 including G3 Air, artillery, Army aviation, Army air defense, communications-electronics, chemical, biological and radiological and engineers is effected within a typical TOC.

(5) The senior officer in each general and special staff element in the TOC is responsible

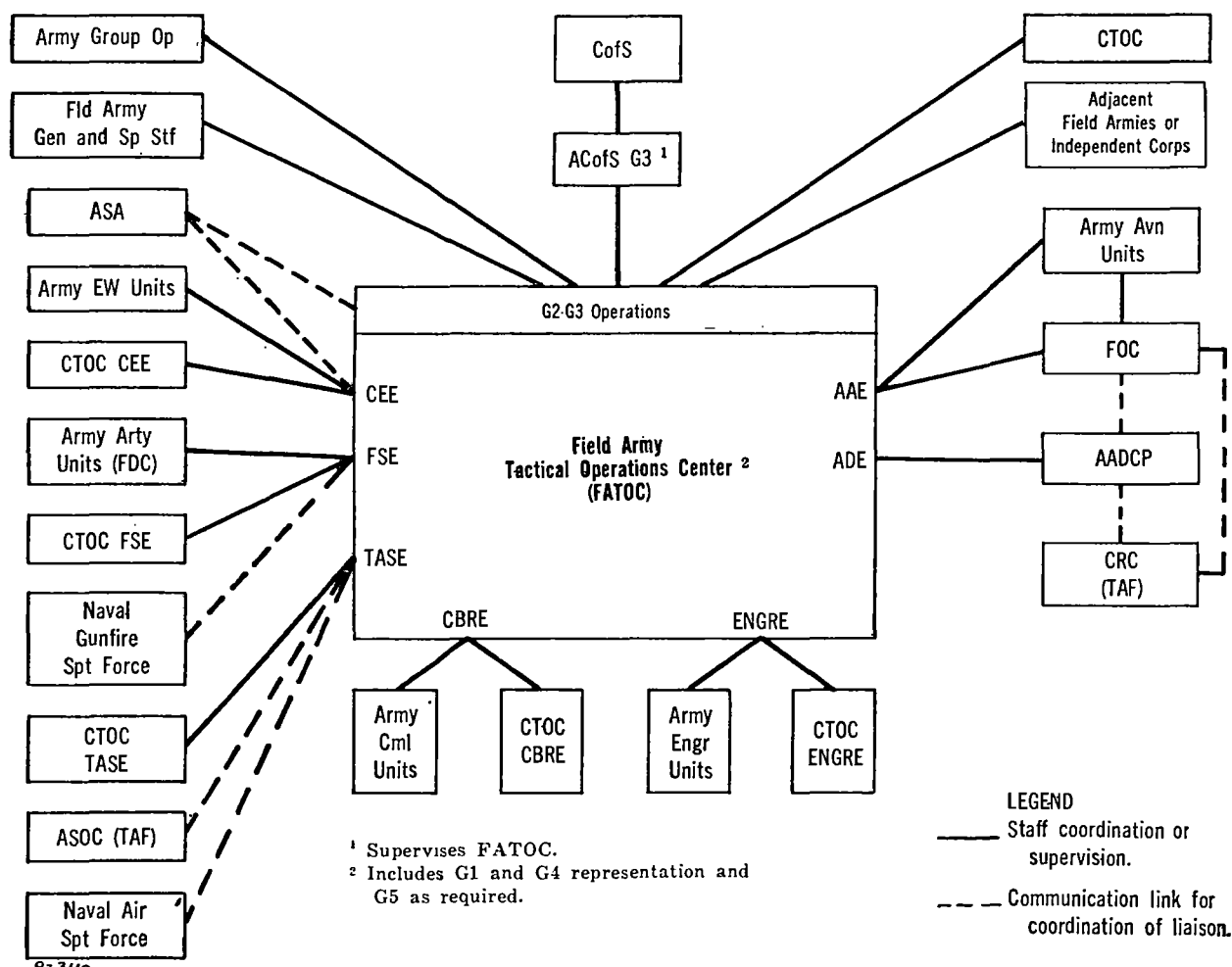


Figure 28. Schematic flow diagram, typical FATOC.

for assisting the commander in the functions of direction, control, coordination and integration. His responsibility pertains to those tactical operations or tactical support operations which are a normal staff responsibility of the general or special staff officer whom he represents. Directives and instructions are issued in the TOC upon which are based the detailed direction and control of Army tactical support operations (fig. 28). The detailed direction and control is effected in an external activity whenever practicable (for example, the Army Air Defense Command Post).

(6) G1 and G4 maintain minimal representation in the TOC, normally in G2 and G3 operations. The G1 and G4 representatives are responsible for informing the commander and the staff representation in the TOC on the administrative and logistical support status and capabilities. In addition, these representatives keep the G1 and the G4 informed of significant developments and furnish early warning of probable requirements for administrative and logistical support. A representative of the G5 will be present in the TOC only when a frequent requirement for close and immediate coordination of civil affairs activities exists.

c. Organization.

(1) Composition.

(a) Basically, the TOC is a physical groupment of those elements of the general and special staff concerned with current tactical operations and the tactical support thereof. The operations elements of the G2 and G3 sections constitute the nucleus of the TOC. The operations elements of the other general and special staff sections are included in the TOC as considered necessary by the commander to insure expedited operational staff reactions, command decisions, and implementation of his decisions.

(b) A typical TOC consists of: G2 and G3 operations composed of a G2 element and a G3 element; Army Aviation Element (AAE); Air Defense Element (ADE); Fire Support Element (FSE); Tactical Air Support Element (TASE), composed in a G2 Air Group and a G3 Air Group; Communications-Electronics Element (CEE); Chemical, Biological and Radiological Element (CBRE); Engineer Element (EngrE); and G1 and G4 representation.

(2) Internal organization.

(a) The internal organization of the elements is flexible. The size of the elements may vary with the operational requirements and the desires of the commanders in the field.

(b) The chief of the G3 element of G2 and G3 operations normally will exercise the primary general staff responsibility of the assistant chief of staff, G3 for supervision of the TOC during the latter's absence. The G2 element and G3 element of G2 and G3 operations are colocated but not combined. The chief of neither element has any authority over the chief of the other element, except as mentioned above.

(c) The G2 Air Group and G3 Air Group are colocated in the Tactical Air Support Element and located physically with the Fire Support Element. The G2 Air Group and G3 Air Group are not combined. The chief of neither group has any authority over the chief of the other group. The chief of the Fire Support Element has no authority over the chief of the G2 Air Group or the chief of the G3 Air Group.

(d) The Air Support Operations Center, which is provided by the commander of the tactical air force at field army and independent corps level, should be located as close as practicable to the Tactical Air Support Element of the Tactical Operations Center.

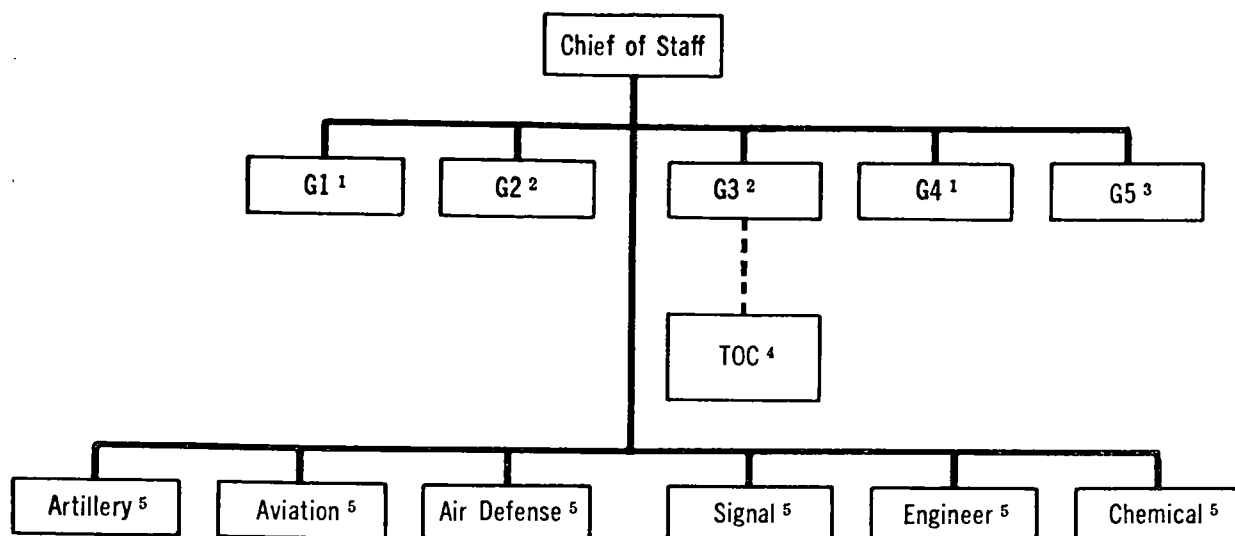
(3) *Relation to staff elements.* Figure 29 shows the relation of a typical TOC to staff elements.

d. Functions. Based on the principles listed in paragraph 4.3b, and policies of the commander, the staff representation in the Tactical Operations Center (TOC) assists the commander in—

(1) Direction, control, and coordination of the current tactical operations and tactical support operations of his organic, assigned or attached forces.

(2) Integration of that support provided to him by other Army elements and by elements of the other services with the tactical operations and tactical support operations of his own forces.

(3) Coordination with other services to include coordination of other service operations with his operations to the extent authorized or directed by the unified commander or agreed to



LEGEND

—— Overall direction.

- - - Primary general staff responsibility for supervision of operations of TOC.

¹ Provides representation in G2 and G3 operations of TOC.

² Provides G2 and G3 elements of G2 and G3 operations; duty teams for data processing group; and G2 air group and G3 air group of TASE.

³ Represented in TOC when required by situation.

⁴ Coordination with staff sections is direct by elements of TOC.

⁵ Provides an element of the TOC.

Figure 29. Relations of typical TOC to staff elements.

by the service component commanders or by the service element commanders concerned.

e. Application of Functions.

(1) The general functions set forth in *d*(1) above, includes the utilization of the air space by the commander's organic, assigned or attached Army surface-to-surface fire support means, Army surface-to-air fire support means and Army aviation units. This general function also includes the utilization by his organic, assigned or attached Army forces of that portion of the electro-magnetic spectrum allocated to the commander. This function is to be exercised within the authority, policies and procedures prescribed by the unified commander or agreed to by the Service component commanders or by the Service element commanders concerned.

(2) With regard to the general function in *d*(2) above, this integration is accomplished by

specifying to the representative of the supporting commander the following: the type of support required, the targets, the time on targets, the results desired and, if appropriate, troop safety considerations. Such integration results in unity of effort which is essential to the successful accomplishment of the assigned missions.

(3) The general function in *d*(3) above, includes the coordination of the utilization of the air space over the field army or independent corps commander's area of responsibility and the coordination of the air defense of that area of responsibility. This function is to be exercised to the extent authorized or directed by the unified commander or agreed to by the service component commanders or by the service element commanders concerned.

f. Major Activities.

(1) Continuous and simultaneous evalua-

tion of available information by affected TOC sections and issuance of timely instructions (a(1) above).

(2) Communication of tactical information and requirements to appropriate general staff sections (particularly G1, G4 and G5), and instructions to tactical and tactical support agencies.

(3) Continuous transmission of situation information by each element in the TOC to its corresponding element in the alternate TOC.

(4) Continuous display and evaluation of intelligence required for current tactical and tactical support operations.

(5) Continuous display of data, including essential administrative support data, on the status and operations of the command and friendly forces to permit immediate decisions on tactical and tactical support operations.

g. General Operating Method, TOC.

(1) Once an operation is in progress, current tactical and tactical support operations are supervised and coordinated through the TOC. Tactical information is transmitted to the TOC so that the accurate, detailed, and up-to-date situation (friendly and enemy) is maintained and immediately available. The elements of the TOC keep abreast of the situation and issue operational directives and supervise tactical operations in the name of, and to the extent authorized by, the commander.

(2) Upon receipt of a requirement, the TOC elements concerned analyze it concurrently, isolate problem areas, and coordinate directly. Policy guidance established by the commander or the chief of staff, normally resolves conflicts of interest. The TOC action element refers unresolved conflicts to G2 and G3 Operations for resolution. The conflict is resolved in G2 and G3 Operations between the G3 and the general or special staff officer concerned, or a recommended solution submitted to the chief of staff or commander.

(3) When current tactical operations have administrative support implications, coordination is effected with appropriate general staff sections.

h. Location.

(1) The TOC constitutes the principal component of the main echelon (command post).

(2) An alternate TOC is required in addition to that located at the command post. The alternate TOC, manned on a nominal basis, may constitute the tactical command post.

4.7. Fire Support Coordination Center (FSCS)

a. General.

(1) The fire support coordination center (FSCC) is an agency of the supported or force commander at division and lower echelons in which the representatives of the supported unit or force and the fire support agencies work together to plan and coordinate fire support. This center provides for effective utilization of the fire support means, including the timely attack of targets and the shifting of fires in accordance with the plans and needs of the supported unit or force.

(2) Fire support coordination centers are normally established at division and comparable commands. They may be established at lower echelons when, and with the degree of organization, dictated by the functions and responsibilities of the command level.

b. Authority and Responsibilities.

(1) The senior artillery officer at division or lower echelon is the fire support coordinator and principal adviser to the commander on fire support matters. He is responsible to the commander for the details of fire support coordination, preparation of the fire support plan, and supervision of its execution. He establishes and supervises the operation of the fire support coordination center.

(2) The G3(S3) of the force or supported unit has general (unit) staff responsibility for the coordination of fire support.

c. Organization. The senior artillery officer is designated the Fire Support Coordinator (FSC). In this capacity he directs the operations of the FSCC. In addition to the FSC, the FSCC normally includes the following—

- (1) Assistant FSC.
- (2) G2 Air (Division FSCC).
- (3) G3 Air (Division FSCC).
- (4) Target intelligence personnel.
- (5) Target analysis personnel (includes nuclear weapons employment officer).
- (6) Ordnance guided missile officer.
- (7) Representatives from each fire support agency.

(8) Other representatives of tactical support agencies as required by the situation.

d. Functions. Based on the principles listed in paragraph 4.3*b*, and policies of the commander, members of the FSCC assist the commander in:

(1) Direction, control, and coordination of fire support operations of his organic, assigned, or attached fire support units.

(2) Integration of that fire support provided to him by other Army elements and by elements of other Services with the fire support operations of his own forces.

(3) Direction, control, and coordination of tactical air reconnaissance.

e. Major Activities. Activities performed in the FSCC include—

(1) Preparing plans, and allocating, coordinating, and integrating the several fire support means in accordance with the directives, policies, and priorities of the supported or force commander so as to support most effectively the plan of operations of the force or supported unit.

(2) Preparing detailed analyses of potential targets for nuclear attack.

(3) Evaluating and coordinating requests received for additional supporting fires.

(4) Preparing and coordinating requirements for fire support; coordinating and initiating requests for and directing additional supporting fires when required.

(5) Informing the commander and staff of the capabilities of, and actual support rendered by, the fire support agencies.

(6) Advising the commander and staff as to the most efficient and effective employment of the available fire support.

(7) Preparing the fire support plan, based on the commander's policies, plans, and priorities, and coordinating the separate fire plans in accordance with the plan of maneuver or scheme of defense.

(8) Recommending and implementing approved policies concerning safety measures to protect friendly troops, aircraft, vessels, and installations from friendly fires.

(9) Developing intelligence information into useful target information for both nuclear and nonnuclear attack. (The FSCC is the focal point for target information.)

(10) Initiating and receiving, consolidating, coordinating, and processing requests for tactical air reconnaissance.

f. General Operating Method.

(1) At all echelons where an FSCC is essentially parallels that previously described for the TOC (par. 4.6*g*) within the reduced scope of activities conducted in the FSCC.

(2) Requests for nonnuclear artillery fires are normally handled through artillery channels without reference to the FSCC. The FSCC may, however, assign nonnuclear fire missions to the artillery.

g. Location.

(1) At all echelons where an FSCC is established, it is desirable that it be located within or immediately adjacent to the command post of the command for which fire support is provided.

(2) Ideally it is in the immediate vicinity of the G2-G3 operations room or similar establishment. In order to accomplish this close integration of these command installations, the following are important considerations:

(a) The location of the command post must be carefully selected in order that reliable communications can be established between the FSCC and the fire-support agencies.

(b) The FSCC must be kept to the minimum size consistent with the performance of its mission.

h. Details. Details concerning the functions, operations, and planning procedures of the FSCC are contained in FM 6-20. Specific application to the infantry, armored, and airborne divisions is contained in FM's 7-100, 17-100, and 57-100 respectively.

4.8. Chemical, Biological and Radiological Center (CBRC)

a. General.

(1) The CBRC is established in division headquarters to assist the commander in the control, coordination and supervision of chemical, biological and radiological operations pertaining to the prediction of fallout, and chemical, biological and radiological monitoring and survey.

(2) The CBRC is supervised by the chemical officer.

(3) The CBRC is located in or adjacent to the FSCC.

b. Functions. The personnel of the CBRC—

(1) Receive, process, evaluate, and display chemical, biological and radiological monitoring and survey data.

(2) Prepare fallout predictions for friendly and enemy nuclear weapons.

(3) Plan, control and coordinate chemical, biological and radiological monitoring and surveys conducted under division control.

(4) Disseminate CBR contamination data and fallout predictions.

Section III. CONTROL OF OPERATIONS, LOGISTICAL COMMAND

4.10. General

a. The operations of a logistical command involve—

(1) Administrative support (other than personnel replacement and civil affairs) to forces outside the logistical command.

(2) Administrative support for the logistical command itself, and other activities required for the maintenance of the logistical command's capability to continue its primary mission activities.

b. Important considerations applicable to the control of operations in a logistical command are—

(1) The logistical commander is responsible for effectively using all means under his control. He prescribes policies for the control and coordination of both primary mission and mission-support activities.

(2) The logistical command's primary mission involves technical and administrative service troops.

(3) Essentially the same troops are used to execute both the primary mission and to provide administrative support to the logistical command itself. These same troops are integrated in rear area security and area damage control activities.

c. Operations of a logistical command are covered in FM 54-1, "The Logistical Command."

4.11. Means

The operating means with which the logistical commander is concerned are—

4.9. Logistics Centers

a. In the infantry, armored, and airborne division headquarters, a center is established to facilitate the coordination and supervision of logistics operations. These centers are designated—

(1) Division Logistics Control Center (DLCC)—infantry and armored divisions.

(2) Division Logistics Operations Center (DLOC)—airborne division.

b. The organization, location, scope of operations, and general operating method of these centers are contained in FM 7-100, FM 17-100, and FM 57-100 respectively.

a. Administrative units.

b. Technical service units.

c. Security forces.

4.12. Organization for Control of Operations

In logistical commands this is established by organization of forces and organization of the staff.

a. Organization of Forces for Operations. The organization for operations of logistical commands is accomplished in the same manner as organization for combat of a tactical command (par. 4.5).

b. Organization of the Staff.

(1) The logistical command employs a director staff to assist the commander to command, control, coordinate, and direct operations. The organization of the theater army logistical command headquarters staff is as shown in figure 6.

(2) The deputy commander is specifically assigned responsibility for supervising the planning and conduct of rear area security and area damage control, for coordinating these activities with the subordinate area commanders and their staffs; and for supervising the administrative support of the logistical command.

(3) The chief of staff is specifically assigned responsibility for supervision of the Administrative Support Operations Center (ADSOC).

(4) The directors coordinate and exercise staff supervision over technical and administrative staff sections in activities pertaining to

their respective areas of interest.

(5) The technical and administrative staff officers are the principal operators of the command. They serve as advisers to the commander and his staff in matters pertaining to their respective services, and exercise technical supervision over the activities of their respective services throughout the logistical command.

(6) To facilitate command and staff actions, a staff facility called the Administrative

Support Operations Center (ADSOC) is established. The ADSOC contains on a full-time basis representatives from each of the director staff sections except Civil Affairs, each of the technical services, the Provost Marshal, and the Adjutant General. The Director of Civil Affairs and administrative services not represented on a full time basis provide representation as required. For further details see FM 54-1, "The Logistical Command."

Section IV. CONTROL OF OPERATIONS, OTHER COMMANDS

4.13. General

The control of operations in commands other than field army, corps, division, and logistical commands in the theater of operations involves the general principles previously discussed in paragraphs 4.1 through 4.12 as modified by the mission of the command and the scope and immediacy of operations.

4.14. Army Group

a. The army group commander, although principally a tactical commander, is vitally interested in insuring that administrative support of field armies is adequate and timely.

b. Organization for control includes the same basic considerations of organization for combat as described for the field army in section II of this chapter. The army group headquarters includes the general staff organization (fig. 7). The headquarters normally is echeloned, with a relatively small rear echelon dealing with administrative matters primarily concerning the support of the army group headquarters proper. The use of a tactical command post is governed by the immediacy of tactical decision requirements, and the adequacy of the communication system.

4.15. Theater Army

The theater army commander has tactical and administrative responsibilities. He controls and coordinates these activities by delegation of authority to subordinate commanders (tactical-army group and theater army air defense command (TAADC); administrative support-theater army logistical command (TALOG), theater army replacement and training command (TARTC), and theater army CA command (TACAComd), and by the employment of a general staff. The immediacy of activities at this headquarters does not require an operations center type facility, although convenience and speed in staff coordination of operations is facilitated by adjacent location of staff sections in accordance with their primary interest—tactical or administrative support.

4.16. Other Commands

Other commands, TAADC, TARTC, and TACAComd, employ either a general staff or director staff (pars. 2.13 and 2.14). In all of these commands, organization for operations is done in a manner similar to the organization for combat in the field army (pars. 4.3–4.9).

CHAPTER 5

SEQUENCE OF ACTIONS IN MAKING AND EXECUTING DECISIONS

5.1. General

a. The commander and his staff often initiate planning action before a mission is received. They are continuously involved in planning for every mission likely to be assigned to the command (see ch. 7 for plans and planning). They make preliminary estimates based on each mission which they can visualize in light of the situation to reduce the time required for the commander to arrive at a decision once a mission is received (see ch. 6 for estimates).

b. The sequence of activities of the commander and his staff in making and executing military decisions is shown in figure 30. The figure shows these actions in their relative time of occurrence.

See figure 30 at back of book.

5.2. Discussion

The steps used by a commander and his staff in arriving at and executing decisions are—

a. The *mission* (step 1) is assigned by higher headquarters or is developed or deduced by the commander. He analyzes it to develop the specific tasks to be performed to accomplish the mission.

b. The commander collects *information available* (step 2) from his own staff and from higher, lower, and adjacent headquarters.

c. Based upon this information, the commander prepares his *planning guidance* (step 3). This is his assistance to his staff in preparing or revising their estimates. Planning guidance may include the commander's analysis of the mission, his general plan for using nuclear weapons or chemical and biological (CB) agents, any other factors which he considers important, and any courses of action which he wishes developed. Unless higher headquarters

has directed a specific course of action, he does not select a course of action at this time because doing so would prevent objective and unbiased staff estimates. The amount of planning guidance varies with each mission, the volume and validity of information, the situation, and the experience of the commander. The amount of planning guidance required varies with many factors such as the experience of the staff, the staff's familiarity with the units, the theater, the enemy, and the commander. The commander's initial guidance is usually incomplete but is developed and expanded as more information is obtained. It is not limited to one specific step in this sequence, but his initial guidance should precede the preparation of staff estimates.

d. Based on the mission and the commander's planning guidance, the staff officers prepare their *staff estimates* (step 4). These estimates are coordinated among the staff sections which result in coordinated recommendations by the staff as to what actions the commander should take to accomplish his mission.

e. The commander considers the recommendations of his staff, completes his own *estimate* (step 5), and arrives at his *decision* (step 6). He amplifies his decision by stating his overall *concept of the operation* (step 7). The concept, as written in paragraph 3a of the operation order, is a refinement of the overall concept announced by the commander.

f. A careful analysis based on a complete understanding of the decision and the commander's concept of the operation leads to a determination by all staff members of the actions required by the command to carry the operation to successful completion and the *preparation of plans* (step 8).

g. Plans normally are submitted to the commander for *approval* (step 9) before being

published as *orders* (step 10). (Step 9 may be omitted based on the urgency of the situation and authority delegated by the commander.)

h. Command and staff supervision of the ex-

ecution of orders is a continuous action, and must be done to insure successful accomplishment of the mission based on the commander's decision and his concept of the operation.

CHAPTER 6

ESTIMATE OF THE SITUATION

Section I. GENERAL

6.1. Purpose

The purpose of the estimate of the situation is to determine the most suitable course of action to accomplish the mission. A course of action is defined as "a possible plan open to an individual or a commander which will accomplish his mission if successful". Courses of action are normally expressed in the terms of "what", "when", "where", and "how". Courses of action need be developed only in sufficient detail to be readily distinguishable for analysis and comparison. In exceptionally complicated operations, such as airborne, airmobile, or amphibious assaults, and as time permits, courses of action may be expanded to the point where each is actually an outline plan.

6.2. Scope and Nature

a. The estimate of the situation is a logical and orderly examination of all factors affecting the accomplishment of the mission in order to reach a sound decision. The amount and nature of detail considered in the estimate varies with the level and type of command, the functions of the preparing agency, and other circumstances.

b. The estimate of the situation is a continuing mental process. With each change in the situation, the estimate is revised and the course of action is modified as appropriate. Estimates are seldom completely recorded except at high command levels.

c. The estimate is as thorough as time and circumstances will permit. It may vary from a short almost instantaneous process when the requirement for a decision is urgent to a long, complex, and complete process requiring the collaboration of the entire staff.

6.3. Applicability

The basic approach used in the estimate of the situation is applicable to any situation, echelon,

or type of command. It may be used by any individual to arrive at any decision. The commander uses it to decide on the course of action to be followed by his command. The staff officer uses it to determine the influence of factors within his particular field of interest on the courses of action under consideration and to arrive at his recommendations to the commander.

6.4. Form and Sequence

a. The form for the estimate of the situation establishes a sequence in which the factors of a situation can be most logically considered.

The basic elements of the estimate of the situation are—

- (1) Mission.
- (2) Situation and courses of action.
- (3) Analysis of opposing courses of action.
- (4) Comparison of own courses of action.
- (5) Decision (or recommendations).

b. The general description and contents of each element of the estimate of the situation are contained in the succeeding paragraphs and are summarized for convenience in appendix III, form 1. For specific application of the estimate to the purposes of the tactical commander, the administrative commander, and general staff officers, see appendix III. These forms are a checklist for the estimate, appropriate to the particular estimator concerned.

6.5. Paragraph 1—Mission

a. The mission (the statement of the task(s) and its purpose) may be prescribed by higher authority or it may be deduced from knowledge of the situation and of the intent of higher authority.

b. The mission should be analyzed to determine all task(s) which must be carried out to accomplish it. When additional tasks are de-

duced from the analysis, the mission is restated to include these tasks. When there are multiple tasks to be accomplished, they normally are stated in the sequence in which they are to be accomplished.

6.6. Paragraph 2—The Situation and Courses of Action

a. The purpose of the process recorded in this paragraph is—

(1) To consider all elements and aspects of the situation which affect operations in order to facilitate development and analysis of feasible courses of action to accomplish the mission.

(2) To formulate courses of action which will accomplish the mission if successful.

b. It is essential to consider *all* facts which will affect accomplishment of the mission. These include facts pertaining to environment, resources available, and actual or potential obstacles or opposition to the success of the mission. These facts are analyzed (separately and in relation to one another) and logical deductions are then made as to their effect on the action and on the determination of possible courses of action.

c. Factors which may adversely affect the accomplishment of the mission are determined and listed. These are selected by an analysis of those aspects of the situation which could logically combine to impair successful accomplishment of the mission.

d. Courses of action are formulated in such of the following terms as are appropriate: *what* (the type action), *when* (the time the action will begin or be completed), *where* (the location of the action within the area of operations), and *how* (the methods by which resources are to be employed). Possible courses of action to accomplish the mission are formulated specifically considering the factors adversely affecting the mission. Courses of action found to be infeasible or obviously inferior are discarded and the remainder are retained for more detailed analysis and comparison.

6.7. Paragraph 3—Analysis of Opposing Courses of Action

a. The purpose of this paragraph is to determine the probable effect of each significant

difficulty on the success of each course of action.

b. Each course of action listed in paragraph 2 is analyzed to determine its probable outcome when opposed by the major difficulties listed in paragraph 2. This is accomplished as a series of separate analyses in which each course of action is analyzed against each significant difficulty. The number of analyses necessary may be reduced by determining initially those difficulties which have little or no effect on the choice of a course of action or which affect each course of action approximately equally. Courses of action are not analyzed against such difficulties.

c. Each separate analysis is accomplished in the light of facts and deductions contained in paragraph 2. A determination is made of probable critical phases, incidents, locations, and times in the course of action under consideration. Strengths and weaknesses of the course of action emerge during analysis.

6.8. Paragraph 4—Comparison of Own Courses of Action

In this paragraph courses of action are compared and a conclusion is reached as to the most suitable one.

a. One method is to list under each retained course of action the advantages and disadvantages which emerged during the analysis. For example:

(1) Course of action 1

Advantages

* * * *

Disadvantages

* * * *

(2) Course of action 2

Advantages

* * * *

Disadvantages

* * * *

b. Another method is to determine the major considerations such as terrain, time, enemy capabilities, own dispositions, and others. Courses of action are discussed under each of these considerations and a subconclusion is drawn. In using this method, the tendency to become mathematical in selecting a course of

action must be avoided. An example of this method is:

(1) Terrain

Courses of action 1 and 2, advantages and disadvantages. Terrain favors course of action 1 over course of action 2.

(2) Time

* * * * *

c. In using either of the above methods, the *significance* of each strength and weakness is determined before it is applied to choose a course of action. The best course of action is ordinarily the one which has the most *significant* advantages and the least serious disad-

vantages in the efficient use of resources required to accomplish the mission.

6.9. Paragraph 5—Decision

The course of action selected for adoption is formally stated in paragraph 5. It is a clear concise logical statement of the commander's intentions in sufficient detail to permit the staff to implement them. The statement should contain as much of the elements of who, what, when, where, how, and why as appropriate. Following the decision, the commander may announce his overall concept of operation, which is an amplification or expansion of the decision to provide additional information to assist the staff in preparing plans and orders.

Section II. APPLICATION

6.10. General

The estimate of the situation is used by all military persons. Discussion herein is limited to its use by—

- a. The tactical commander.
- b. The administrative commander.
- c. Staff officers.

6.11. The Tactical Commander's Estimate of the Situation

a. The commander of a tactical unit uses the estimate of the situation to select a course of action to accomplish a tactical mission. His estimate examines all factors which bear on the efficient employment of combat power, including the area of operations, enemy situation, own situation, and enemy capabilities and vulnerabilities, and the impact of operations on his own forces. The tactical commander bases his estimate upon the operations estimate and the estimates of his other general staff officers.

b. In a tactical commander's estimate of the situation, the significant difficulties normally are considered to be the capabilities of the enemy to effect the accomplishment of the mission.

c. For a detailed checklist for a tactical commander's estimate, see appendix III, form 2.

6.12. The Administrative Commander's Estimate of the Situation

a. The commander of an administrative command uses the estimate of the situation for either of two purposes:

(1) To determine which tactical course of action can best be supported administratively.

(2) To determine the best course of action to execute a specific administrative mission (within the general mission of providing administrative support).

b. In an administrative commander's estimate of the situation, the significant difficulties facing the commander may include (but are not limited to) the capabilities of the enemy (particularly infiltrators and nuclear weapons) to affect the accomplishment of the administrative support mission. Primary factors are usually courses of action to be supported, the influence of the area of operations, and his own force capabilities.

c. For a detailed checklist for making an administrative command commander's estimate see appendix III, form 3.

6.13. Staff Estimates of the Situation

a. In studying a problem, the commander is assisted by his staff which furnishes information, conclusions, and recommendations in the form of staff estimates which serve two general purposes.

(1) They summarize the significant aspects of the situation, thereby assisting the commander to select a course of action.

(2) They evaluate and determine how the means available can best be employed to support the selected course of action.

b. In making a staff estimate, the staff officer consults with other staff officers and with other

appropriate agencies to insure consideration of all factors affecting the situation under study. A properly prepared staff estimate culminates in definite conclusions and recommendations.

6.14. The Personnel Officer's Estimate

a. The personnel officer's estimate of the situation is a study of the influence of personnel factors on the accomplishment of the mission or on contemplated courses of action and of the impact of the operation on personnel matters. It also may be an analysis resulting in recommended courses of action for accomplishing tasks over which the personnel officer exercises general staff supervision.

b. For a detailed checklist for making a personnel estimate, see appendix III, form 4.

6.15. The Intelligence Officer's Estimate

a. This estimate determines the capabilities (including the priority in which such capabilities may be adopted when appropriate), and the exploitable vulnerabilities of an actual or potential enemy, and the effects of the area of operations on own courses of action.

b. For a detailed checklist for making an intelligence estimate, see appendix III, form 5.

6.16. The Operations Officer's Estimate

a. This estimate is an analysis of the factors affecting the accomplishment of the mission to determine all reasonable and practical courses of action, and to determine the impact of operations on own forces. All feasible courses of action are considered and the best course of action is recommended. For a tactical command the checklist for a tactical commander's estimate of the situation is applicable except for retitling as "operations estimate" and for paragraph 5. Paragraph 5 is retitled *Recommendations* and contains the course of action recommended. For an administrative command, the detailed checklist for an administrative commander's estimate of the situation is applicable in the same manner.

b. For a detailed checklist for an operations estimate for a tactical command, see appendix III, form 2; for an administrative command, see form 3.

6.17. Logistics Officer's Estimate

a. This contains a study of the influence of logistical factors on the accomplishment of the mission or on contemplated courses of action, and of the influence of the operations on logistical matters. A logistical estimate also may be an analysis resulting in recommended courses of action for accomplishing logistical tasks in support of the commander's decision.

b. For a detailed checklist for making a logistical estimate, see appendix III, form 6.

6.18. The Civil Affairs Officer's Estimate

a. This estimate is a study of the influence of civil affairs factors on the accomplishment of the mission of the command, or on contemplated courses of action, and of the influence of operations on civil affairs activities. It also may be an analysis resulting in a recommended course of action for accomplishing tasks in support of the commander's decision.

b. For a detailed checklist for making a civil affairs estimate, see appendix III, form 7.

6.19. The Tactical Cover and Deception Estimate

a. The tactical cover and deception estimate is an analysis of the factors influencing various courses of deceptive action. It is used to determine the deceptive measures which will contribute most effectively to the successful accomplishment of the mission.

b. The tactical cover and deception estimate is made by the operations officer, assisted by the intelligence and other staff officers. Data from the estimate are used in a tactical commander's estimate of the situation, and in the staff estimates which support it.

c. For a detailed checklist for making a tactical cover and deception estimate see appendix III, form 8.

CHAPTER 7

PLANS AND PLANNING

Section I. GENERAL

7.1. General

To meet the extreme changes of situation in modern war, each unit must be prepared for the next task that may confront it. Only by forethought and preparation can a unit respond rapidly to contingencies. Staff action time is reduced materially by appropriate objective analysis of probable future tasks. Preparation (plans to perform those tasks) permits subsequent rapid coordinated action by the staff and other elements of the command; keeps subordinate elements informed on possible com-

mitments; and keeps the command in a better position for response to rapidly changing situations.

7.2. Scope

This chapter covers planning as a continuing process, irrespective of staff organization or operation. Paragraphs 7.3 through 7.10 include definitions, planning sequence, organization for planning, planning procedures and techniques, supporting unit planning, and the time element in planning. Paragraphs 7.11 through 7.13 discuss the form and content of plans.

Section II. PLANNING

7.3. Definition

Planning is a continuous process in preparation for accomplishing future assigned or assumed tasks. Planning involves detailed and systematic examination of all aspects of contemplated operations.

7.4. Planning Sequence

a. A commander and his staff need not wait for a mission to be assigned before initiating planning. Using their general knowledge of the situation and a logically assumed mission, all staff officers and the commander plan while awaiting a new mission. Such planning frequently is based upon no more than an idea that a particular operation may occur. Actually this preliminary planning is only a portion of the overall planning process which goes on continuously in all staff sections at all times whether a mission has been received or not. The staff at higher echelons always is planning for subsequent operations during current operations. At echelons lower than field army this is not usually a formal process with separate and distinct steps, but instead many of

the steps are a continuous mental process. This overall planning process follows the sequence shown in figure 31 and is described in subsequent paragraphs.

b. Forecasting is the analysis and evaluation of facts and trends to determine probable commitments. Its purpose is to predict what may occur. Command forecasts may be used to start the planning sequence or they may be used to help subordinates start their own preparations concurrently with those of the higher headquarters. This allows the subordinate commanders to complete their own studies and estimates and thus accelerates action during execution of the mission. In modern war, to permit this prompt action, commanders must forecast frequently and accurately. Plans and preparation then can be started earlier to reduce overall command action time. The probability of forecasted commitments occurring exactly as predicted diminishes rapidly as actions are projected farther into the future. The higher the level of command, the greater the necessity for anticipating longer range future action. As planning is projected farther into the future,

fewer specific facts are available and more assumptions are needed.

c. Assumptions are an essential part of forecasting and are used throughout the planning process. An assumption is a supposition on the current or future situation, assumed to be true in the absence of positive proof. An assumption becomes a fact when positive proof confirms the suppositions. Changes are made to conform with the facts as additional information becomes available. These changes require corresponding variation in the plan being evolved, and for flexibility must be capable of rapid dissemination and coordination among all staff sections. Often assumptions are used in absence of facts to state conditions that must exist for a specific plan to be used. The as-

action begins with a specific mission and is aimed to arrive at a specific objective. The planning sequence parallels the sequence of commander and staff action, but attempts to prepare the command for all reasonable eventualities. Both sequences employ estimates, studies, and plans and are concurrent.

f. Next the mission is analyzed to determine the number of tasks, their complexity, and their priority of relative importance. At this point the phasing of tasks and the preparation of planning tasks begins to emerge. These techniques are covered in paragraph 7.6d and e.

g. As the mission is broken into tasks for the planners, the commander evolves guidance developed from existing conditions. The guidance is issued for the particular situation under

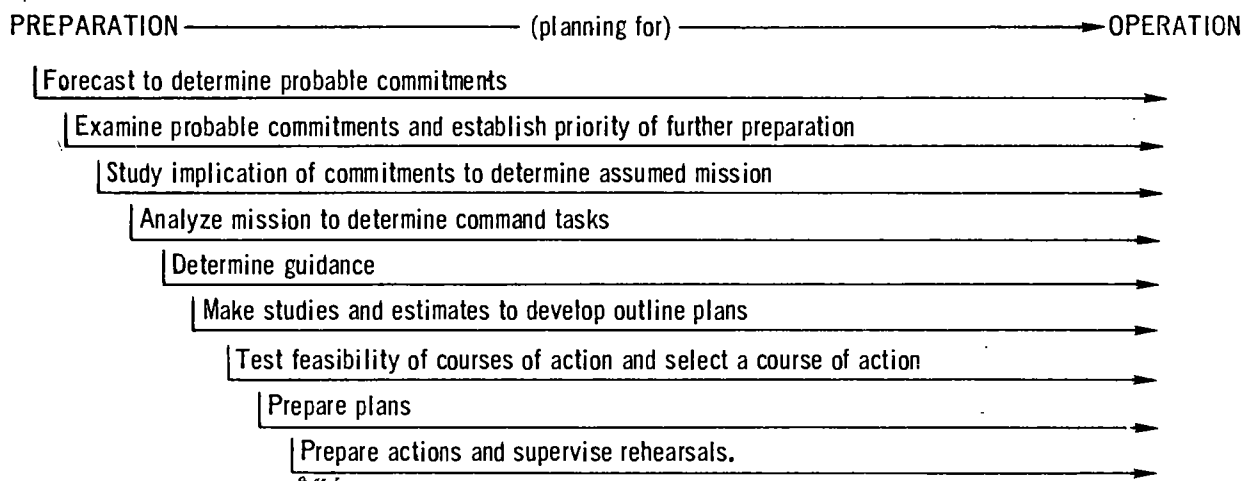


Figure 31. Planning sequence.

sumptions of a higher commander are treated as facts bearing on the problem by the subordinate in his planning. Different sets of assumptions are used to generate alternate plans to cover various probable commitments.

d. Examining probable commitments is the next step in establishing priority of further preparation. This involves an analysis of forecasts and assumptions to determine a likely sequence of probable commitments. At this stage a planning program may begin to emerge (par. 7.6b).

e. A study of the implications and interrelationship of the probable commitments determines an assumed mission or a series of assumed missions. Once a mission is evolved, a definite sequence of commander and staff actions begins (ch. 5). The sequence of commander and staff

consideration and is developed into a plan in accordance with existing policy (par. 7.6a).

h. With tasks listed in priority and with guidance in mind, planning studies and estimates are developed to investigate all pertinent factors affecting the mission. Planning studies (or operational studies) are conducted to determine key factors in an undertaking and to explore these factors in detail to make sure the plans are feasible. Estimates are reasoning processes by which all circumstances affecting a situation are considered in order to arrive at a workable solution. Staff studies, a type of planning study, are discussed in chapter 9, section IV. Estimates for different activities are covered in chapter 6. These estimates and studies, though started as a result of general planning and carried forward continuously, may be

shifted quickly to apply to specific situations. It is essential that these preliminary investigations be made to determine the feasibility of various plans before the need for initiating action. If delayed to await the ensured outcome of a current operation, planning will be hurried and incomplete.

i. Outline plans are developed as a result of studies and estimates. These outline plans are skeletonized versions of the full plan (par. 7.13). They are used to test the feasibility of courses of action under consideration. Since preparation for all reasonable contingencies is the aim of the planning process, consideration of courses of action involves more than simply eliminating all but one course of action. Several courses of action may be retained to give reasonable assurance that the command is prepared for future events. In a specific operation, however, each plan is built on a single course of action. Several additional courses of action may be retained in alternate plans and carried as annexes to the basic plan.

j. The preparation of plans is continued after the selection of courses of action. The outline plan form facilitates the inclusion of all the details necessary to build the complete plan. These details may come from the original estimates, studies, and analysis of the problem, or they may come from new studies developed as the planning progresses.

k. After the plan is complete, there is a final step (which may or may not be required) to ensure that the command is prepared for all eventualities. This step is to prepare, conduct, and supervise rehearsals within the time and space limitation of the existing situation. Once completed, plans are revised and kept up to date to meet changing conditions.

7.5. Organization for Planning

There are four fundamental methods of organizing the staff for planning.

a. *Use the Existing Organization Without Change.* This method is used for normal operation of the unit. Each staff member contributes to the overall plan. The personnel doing the planning remain in their normal assignments and locations and coordinate by visits and correspondence.

b. *Create a Permanent Planning Section or Subsection.* In this method, an agency is

created to carry out all long-range planning for the organization. Other agencies are relieved of all but short-range planning and concentrate their efforts on current operations. This method is useful when current operations are intense, leaving operations personnel little time for planning. It is also useful when current and future operations are not closely connected. Such planning sections usually require an augmentation of personnel in the headquarters. Additional facilities may be necessary to provide for complete separation of the planning and operational staffs. In a major headquarters, before contact with the enemy, segregation of the planning staff sections for security is common. Special operations planning at lower echelons may be conducted in a similar manner. The establishment of separate planning groups or sections does not constitute a change in the organization or staff structure.

c. *Employ a Planning Committee Assembled for the Time Required To Produce a Particular Plan.* This type of committee is used often to resolve a specific problem or to devise a specific plan of action.

d. *Use a Combination of the Above Methods.* An example is found in the assembly of a planning section from time to time to work on certain planning tasks of common interest, after which the planners return to their own sections to prepare their part of the overall plan, using the existing organization.

7.6. Planning Procedures and Techniques

Several procedures and techniques in the planning sequence coordinate action, save time and effort, and reduce chances for errors.

a. *Planning Guidance.* The planning guidance keeps all planners moving in the same direction at the same time. It provides the necessary direction for concurrent planning by providing a framework for making studies and estimates to develop outline plans. Guidance may be—

(1) *Verbal planning guidance* pertaining to specific tactics, key factors from an analysis of assigned or assumed mission(s), courses of action, forecasts, or procedures given by the commander.

(2) *Policy pronouncements* which are decisions by the commander to guide future action.

(3) *Directives* from higher headquarters including the mission, means available, limiting considerations, and special instructions.

(4) *Standing operating procedures.*

b. Planning Programs. Generally, a program is a schedule for attaining a series of planning objectives in a particular order. Programing is planning a sequence of events to achieve an objective, and involves the preparation of a number of different items (plans) in the order in which they are needed to meet requirements. Programs may be used to coordinate the detailed investigation of all matters essential to the planning process. An example of a headquarters planning program is shown in appendix IV.

c. Planning Method. The staff may follow any method to determine what actions, units, sequences, and procedures must be developed to accomplish an assigned mission. One way is to start with the objective and work backwards. This technique develops the required units, organization, administrative support, and other essential items to achieve the objective. Their relative time sequence and organizational placement will emerge. As the visualization continues, the need for specific tasks, conditions, or assumptions, and their relative placement will become apparent. Another method is to start at the present position and plan through each intermediate step to the final objective. The important thing is to choose a starting point and then to proceed step by step until the entire job has been divided up as effectively as possible.

d. Planning Tasks. Analysis of the work to be performed during planning establishes the tasks which must be completed and the sequence for performing those tasks. The solution of problems in logical progression is facilitated by the early establishment of a checklist based on this analysis. This checklist permits periodic review of progress and facilitates the coordination of effort. In addition, completed material can be forwarded to lower echelons for planning.

e. Planning Phases. Based on an analysis of the planning tasks, phases are established at which certain aspects of the planning are completed. However, it must be emphasized that planning proceeds concurrently and that many phases proceed before completion of the pre-

ceding phase or phases in the sequence. At times the preliminary phase may result in a more or less complete and detailed plan prior to receipt of the formal directive. Generally, planning phases may consist of the following:

(1) *Preliminary phase.* This phase is based upon logical assumptions of future operations or knowledge of the tentative plans of higher headquarters available prior to the receipt of a directive.

(2) *Initial phase.* After receipt of a directive plans are initiated based on limited information and planning guidance. This phase includes preparation of staff and commander's tentative estimates and tentative plans.

(3) *Preparation phase.* Draft plans based on more complete information, firm planning guidance, and detailed estimates culminating in the commander's decision and concept of the operation are prepared.

(4) *Approval phase.* The commander reviews, refines, and approves the plan.

(5) *Publication phase.* The approved plan is published.

(6) *Execution phase.* The publishing headquarters provides assistance to the lower echelons in the completion of their plans and the conduct of rehearsals. Establishment of planning phases facilitates coordination among the headquarters doing concurrent planning. The established phases must provide for sufficient time to complete the assigned tasks at each echelon, as well as to ensure timely dissemination of information to subordinate echelons.

7.7. Planning by Supporting Units

Supporting units or agencies have a special consideration which adds to the complexity of their planning. Whereas all agencies have the physical environment, the enemy, and a higher headquarters to consider, supporting agencies also must orient their planning on the plan of the supported command and its actions. This consideration is more than the simple addition of a single variable to the conditions facing a supporting unit. The various probable courses of actions the supported unit may take, both during planning and during execution, have great impact on the planning of a supporting agency and demand flexibility in execution. Careful consideration by all staff officers of the special problems facing supporting units will

assist these agencies in planning to give rapid response to the supported units.

7.8. Time Element in Planning

a. General. Time affects planning two ways:

(1) The distance into the future that plans are projected.

(2) Planning time available.

The first relationship is controllable for it is adjusted by the planner. The time frames are usually entitled short range, mid range, and long range. The exact time for each period depends primarily upon the level of the headquarters doing the planning. Generally, at higher levels of command the time frames are projected farther into the future. At each headquarters there must be coordination of the three time frames to insure consistent and adequate coordination of the plans within their respective time frames. The second relationship is not completely controllable by the planner and is of prime importance in modern war where speed of action may mean the difference between victory or defeat. This relationship is discussed further in the next paragraph.

b. Planning Time. This period varies with the size of the unit, the complexity of the operation, and the enemy's operations. The first two variables can be stabilized by the selection of experienced planners, prompt initiation of preliminary planning, and proper organization for planning. Since the enemy will give friendly forces minimum opportunity to act, every planning device or method must be employed to shorten planning time. Speed in planning is as essential as speed of maneuver in bringing combat power to bear against the enemy. Quick adjustment to changed conditions shortens the time from realization of these changes to the next application of power. The following are some measures to reduce planning time:

(1) *Standing operating procedures.* These procedures promote understanding and teamwork between commander, staff, and troops.

(2) *Preplanned action.* Any set plan in tactics or procedures in logistics that can be rehearsed and refined beforehand saves planning time. Task organizations, alternate tactical plans, and other contingency plans such as rear area security and area damage control plans contribute to this saving of time.

(3) *Concurrent planning.* Concurrent planning by different levels of command and different staff sections conserves time and promotes the early detection and solution of problems. This does not relieve higher echelons of the responsibility for providing information and instructions to subordinate units at the earliest possible time. At successive echelons planning is elaborated to include details required for that particular echelon. Coordination between superior and subordinate echelons through conferences and visits during the planning helps find problems and solutions. The extent to which planning can be concurrent depends upon many factors including time and distance between the echelons involved, and security considerations. Since each subordinate unit involved in the operation must perform its own planning, based upon that of the next higher echelon, allocation of adequate time for subordinate unit planning must be considered by each command level.

7.9. Coordination of Plans

Coordination of plans is required to insure that the elements of planned action fit together. In military application it includes the establishment of phases in planned operations as points at which actions and positions of forces must fit. Planning is done by having staff conferences, conferences of representatives of the interested headquarters, and liaison visits between the units and agencies concerned. At an early stage of the planning, decisions are required as to the form of the completed plan and the assignment of responsibilities for preparing essential portions. These decisions reflect the policies and desires of the commander.

7.10. Security During Planning

During long-range planning for future operations, security is a vital consideration. To retain initiative and surprise in the forthcoming operation, the enemy must be denied knowledge of the location and time of the operation and of the means to be employed. Means must be provided to control the area in which the planning is being conducted, the personnel engaged in the planning, and the documents pertaining to the projected operation. Special measures must be established for handling classified material concerning the operation. They in-

clude the establishment of a restricted list of personnel who have access to elements of the plan; special passes and identification means for those visiting between headquarters and between staff sections in a large headquarters;

and separate offices of record for the recording, distribution, and transmittal of documents. An adjunct to security during planning is the early inclusion of a cover plan for the planning and the operation itself.

Section III. PLANS

7.11. Definition

A plan is a method or scheme for a military action. It is a proposal to carry out a decision or project of a commander. As a part of the planning process, it represents the command's preparation in a specific area to meet a particular event. It may be written or oral. Although based on specific conditions or assumptions, plans are not static. By continuing estimates, analyses, and studies within the overall planning process, plans are changed, refined, and kept current.

7.12. Elements of a Plan

The essential element of a plan is that it must offer a definite course of action and a method for execution. A good plan should possess the following characteristics:

a. Be Capable of Accomplishing the Mission. Does it accomplish the objective of the planning?

b. Be Based on Facts. Has all pertinent data been considered? Is the data accurate? Have assumptions been reduced to a minimum?

c. Use Existing Resources. Is the plan workable? Does it fully use existing resources? Are there any resources organic to the organization which are not being used that should be used? Are there any resources available from higher headquarters which should be used?

d. Provide the Necessary Organization. Does the plan clearly establish relationships and fix responsibilities?

e. Provide Continuity. Does the plan provide an organization, personnel, materiel, and arrangements for the full period of the contemplated operation?

f. Provide Decentralization. Does the plan delegate authority to the maximum extent consistent with the necessary control?

g. Provide Direct Contact. Does the plan permit coordination during execution by direct contact between coequals and counterparts on all levels?

h. Be Simple. Have all elements been eliminated which are not essential to successful action? Have all elements been reduced to their simplest forms? Have all possibilities for misunderstanding been eliminated?

i. Be Flexible. Does the plan leave room for adjustment to change in operating conditions? Where necessary, are alternate courses of action stipulated?

j. Provide Control. Do adequate means exist, or have they been provided, to see that the plan is carried out strictly according to the commander's intent?

k. Be Coordinated. Is the plan fully coordinated? When appropriate has the commander been informed of nonconcurrence or noncoordination?

7.13. Application of Plans

To meet different situations a variety of terms are placed before the word "plan". Some of these terms are strategic, campaign, operation, administrative, supporting, alternate, and outline. These do not differentiate various types of plans, but merely signify the many purposes for which plans are generated. Regardless of the term applied, all plans are the expression of the planning process which is preparation for future action. A plan develops a course of action to accomplish a specific mission. Some of the different kinds of plans are discussed below.

a. Strategic Plan. This provides for the overall conduct of a war. It is outside the scope of this manual.

b. Campaign Plan. This is a series of related military operations to accomplish a common objective, normally within a given time and space. With the increasing range of weapons and wide dispersions of units in modern war, these plans often are prepared by joint commands. The form for a campaign plan prepared by a joint headquarters is shown in appendix IV.

c. Operation Plan. This is a plan for a military operation (normally part of a military campaign). It may cover a single operation or a series of connected operations to be carried out simultaneously or in succession. It implements operations derived from the campaign plan. The operation plan form and examples are contained in appendix V. The form for the operation plan is similar to, and facilitates easy translation to, the operation order. When the time or the conditions under which the plan is to be placed in effect are stated, the plan becomes an operation order. The form also may be readily used to produce various types of annexes to combat plans or orders.

d. Administrative Plan. This provides for handling the traffic, supply, medical evacuation/hospitalization, and other administrative details of operations. It is based upon the requirements of the operation of the command as determined by appropriate estimates. It is put into effect by the administrative order. An example is contained in appendix IV.

e. Other Plans. Various supporting, alternate, and special contingency plans such as air

defense, rear area security, and area damage control plans are shown in appendix IV.

f. Outline Plan. This is a skeleton of the plan under consideration. Generally, it consists primarily of headings and subheadings. It states, among other things, the mission, the broad concept of operation, the basic undertakings, and the scope of the initial and subsequent operations. It is used frequently by commanders or their staffs to test the feasibility of an operation; to give information to a higher headquarters; and to seek approval and allocations of means when necessary; to obtain opinions and recommendations of subordinate commanders; to assist a commander in arriving at a decision; and to initiate and facilitate planning at lower echelons. The term "outline" is used to indicate the degree of completeness rather than the echelon of command to which it applies. Although outline plans are generally written at higher levels they may be useful to any commander. The outline plan follows in general the form of the plan it outlines. It is more comprehensive than a simple format and less comprehensive than a complete plan.

CHAPTER 8

ORDERS AND REPORTS

Section I. GENERAL

8.1. Orders

a. The terms "order," "directive," "instruction," and "command" are synonymous for all practical purposes. All are written or oral communications which convey information governing action. The term "directive" is used most often to describe a communication indicating broad aims, policies, or strategic plans promulgated by theater or higher commanders. The title "Letter of Instruction" is applied most often to documents prescribing guidance and control of the operations of a large command (such as an army) over a considerable period. The term "command" implies less choice in the manner of execution by the recipient than do the other forms of orders. Orders are of three general classes—combat, routine, and court-martial.

b. Routine and court-martial orders cover normal administrative operations in garrison or field service and include general, special, letter, bulletins, circulars, memorandums, and court-martial orders. For details see AR 22-10, AR 310-110A, and AR 310-110B.

c. Combat orders pertain to strategic or tactical operations and attendant administration in the field. They may be issued initially as a plan which will become an order at some future time, either specified or as stated contingencies arise.

8.2. Combat Orders

a. Combat orders are issued as operation orders, administrative orders, standing operating procedures, fragmentary orders, and warning orders.

b. An operation order provides for coordinated action to carry out the decision of a commander on the conduct of an operation. The term operation order is general and in-

cludes both complete operation orders and movement orders (road movement or march orders, and air movement orders.)

c. An administrative order is issued by a commander to provide coordinated administrative support for his command.

d. A standing operating procedure (SOP) prescribes routine methods to be followed in operations.

e. A fragmentary order contains instructions of immediate concern to one or more subordinate units. Elements normally found in a complete order may be omitted when these elements have not changed, are not essential to the mission, might delay or complicate transmission, or are unavailable or incomplete at the time of issue. The purpose of fragmentary orders is to provide brief, specific, and timely instructions without loss of clarity.

f. A warning order gives preliminary notice of an action or an order which is to follow. Its purpose is to give subordinate elements advance notice of a contemplated action so that they may have time to make necessary preparations. Warning orders are appropriate at all levels of command whenever time can be saved or energy conserved through their use. By facilitating concurrent planning and speeding the overall planning process, they are particularly valuable on the nuclear battlefield where planning time is at a premium. They usually are issued as brief oral or written messages.

8.3. Techniques Used in Combat Orders

a. Combat orders may be prepared with an overlay or overprinted map as an annex, with the order written on the overlay (overlay type order), or completely written without graphic portrayal of data. In the last case those items normally presented graphically are described in detail in the body of the order.

b. When used, an overlay or overprinted map complements the written portion of the order and promotes clarity, accuracy, and brevity by conveying instructions graphically. Examples of items that may appropriately be shown graphically on operation overlays are assembly areas, command posts, lines of departure, directions of attack, axes of advance, schemes of maneuver, limiting points, phase lines, objectives, and nuclear safety lines. Administrative instructions may include main supply routes, rear boundaries, personnel, supply, medical, transportation, or other service installations, and traffic control measures. Any pertinent instructions and information that can be shown graphically should be included.

c. The numerical designation of any army or air unit is given in Arabic numerals as "21st Army Group;" "1st TAF;" "3d Army;" "2d Corps." Acceptable methods of abbreviating the full designation of units are as follows: 1A 1/61 Inf (1st Plat, Co A, 1st Battle Group, 61st Infantry), or 1B/25 Sig Bn (1st Plat, Co B, 25th Signal Battalion), or Flt A, 25 Avn Co (Flight A, direct support platoon, 25th Aviation Company). Numbers of units of a given type are spelled out as in "two, three, or four battle groups." See FM 21-30 for illustrations of military symbols and unit designations.

d. Communications zones usually are named for their geographic location. For example, the communications zone in Korea might be designated as "KORCommZ." Logistical commands are normally designated as numbered commands. Example: "1st LOG Command (TALOG)" or "8th LOG Command (BALOG)." Area commands usually carry a geographical designation. Example: PANAY Area Command."

e. When the date and hour for beginning an operation are not specified in an order or plan, the following will apply:

(1) The day on which the operation commences will be known as D-Day in English and J-Day (Jour-J) in French. The system is therefore:

D-1, D, D+1 In English

J-1, J, J+1 In French

D-Day (in English) or Jour J (in French) are normally to be used for operations, and where necessary the code name of operations should be added: "OVERLORD D-DAY."

(2) Nations issuing operational orders in languages other than English or French or translating operational orders into languages other than English or French will retain the letter used in the original orders, or use either D or J, subject to further guidance in (3) below.

(3) When several operations are being mounted in the same theater and confusion may arise through use of the same day designation for two or more of them, any other letter of the alphabet may be used with exception of the following letters:

M, which shall be used only for general mobilization.

H, which shall be used only for numbering of hours.

(4) The system for numbering hours and minutes in an operation will be the same as that for days, but the letter H normally will be used. The numbering of hours will be:

H—1 hour, H—30 minutes, H hour, H+30 minutes, H+2 hours, etc.

(5) When several operations or phases of an operation are being mounted in the same theater, and confusion may arise through the use of the same hour designation for two or more of them, any other letter of the alphabet may be used with the exception of the following letters:

M, which shall be used only for general mobilization.

D and J, which shall be used only for numbering of days.

f. Date-time groups are expressed as indicated in FM 21-30. Terms such as "PM," "AM," "daylight," "dusk," "EENT," and "BMNT" are not used in lieu of date-time groups.

g. Whenever orders apply to units in different time zones, Greenwich civil time or the time in the zone specified by higher headquarters is used. Other than operation or administrative orders, a letter expressing the time zone immediately follows the last digit of the group. In operation and administrative orders, time zone designations follow references in the reading of the order. See forms 12 and 14. For example, 062025Z Aug—indicates 8:25 PM Greenwich civil time, 6 Aug—. For further details, see FM 101-10.

h. Dates include the day, month, and year

(06 August 19—). In stating a night, both dates are included (night 04-05 August 19—).

i. Classification of orders (plans) is prescribed in AR 380-5 as modified by SR 380-5-1. Material classified for training purposes only will have the notation "For Training; otherwise. . . ." (Insert the realistic current classification immediately following the simulated classification marking.) When it is not necessary to assign a simulated classification, the location of the classification may be indicated by showing the following entry at top and bottom of each page—

(Classification)

* * * * *

(Classification)

j. For simplicity and clarity the affirmative form of expression is used in all combat orders. Such wording as "The trains will not accompany the battle group" is defective for two reasons: first, because the intent of the order depends upon the single word "not"; second, actual disposition of the trains is not indicated. The proper form is "Trains remain in the assembly area."

k. Expressions similar to the following are avoided: "attack vigorously," which weakens the force of subsequent orders in which the expression does not appear; "holding attack" and "secondary attack," which qualify the vigor of the operation; and "try to hold" and "as far as possible," which lessen responsibility.

l. Boundaries delimit areas of action (including maneuver and fires) and areas of responsibility. They are designated by easily distinguishable terrain features in the sequence in which the features occur on the ground. Boundaries are described from rear to front during an advance and from front to rear in defense and retrograde. If generally parallel to the front, e.g., rear boundaries, they are described from left to right, facing the enemy. The description of a boundary states specifically to which unit or formation an area or a point is inclusive or exclusive.

m. Coordinates for a place or feature are shown the first time the name appears in the order; thereafter, coordinates are repeated only as necessary for clarity.

n. Roads are identified by name or by se-

quence of points on the road, names in the direction of movement, and when there is no movement, from left to right or rear to front, assuming that the person designating the road is facing the enemy. All other lines are designated in the same manner.

o. An area normally is described by naming the northernmost point first and giving the remaining points in clockwise order. Positions are described from left to right, facing the enemy.

p. Geographical names of definite areas, cities, towns, rivers, mountains, and other places which are named specifically on a map are printed in capital letters in the order. The spelling in the order must be the same as that on the map referred to in the heading of the order.

q. Compass points are used in place of the terms "left" and "right." If the situation indicates the advisability of including the terms "left" and "right," they are placed in parentheses immediately following the appropriate compass point.

r. Directions are given as angles from true, magnetic, or grid north (the type used is always specified).

s. River banks are described as "left" or "right" from the point of view of an observer facing downstream.

t. Second and succeeding pages of orders, annexes, etc., carry a short title identification heading including the number (or letter) designation and headquarters.

u. Abbreviations may be used to save time and space if there is no loss of clarity; but their use must never be made a burden. Except for abbreviations in common international use, e.g., mm (for millimeters), abbreviations normally are not used in any order, plan, paper, instruction, estimate, or message which is to be circulated for inter-Allied use. If an abbreviation is used in inter-Allied operations, the word or words in question are written in full when they first appear in the paper, followed by the appropriate abbreviation in parentheses. Whenever abbreviations standing for combination of words are used, they are written in capital letters without spaces or punctuation, e.g., base log command (BALOG). Authorized abbreviations for use with U.S. Army forces are given in FM 21-30, AR 320-5, and AR 320-50. The author of any combat order should consider the

familiarity of the recipients with these publications when determining which abbreviations, if any, are to be used. If abbreviations are used the degree of abbreviation adopted should be consistent throughout any one order and its annexes.

v. Orders must be clear, concise, and timely. The amount of information to be included in an order must be carefully determined. If an order is too detailed important directives are lost in a mass of unimportant data; if too brief information essential for the effective action of subordinates may be omitted. Clarity must not be sacrificed for brevity.

8.4. Reports

a. Reports consist of information transmitted from one agency to another in oral or written narrative, tabular, or graphic form. They provide the commander with timely information of the tactical and administrative status of the command. The minimum number of reports

are required of subordinates consistent with the commander's need. Reports control systems are described in AR 335-15.

b. Reports are submitted on either a recurring or one-time basis.

(1) Recurring reports include—

(*a*) Periodic reports—those which convey essentially the same type of information regularly at prescribed intervals (e.g., daily, weekly, monthly, annually).

(*b*) As required reports—those, other than periodic, for which standing requirements have been established for preparation upon each occurrence of an event or situation of certain prescribed characteristics. Examples include accident, shelling, and nuclear attack reports.

(2) One-time reports—those special reports prepared one time only as directed; for example, one-time reports on status of equipment.

c. For examples of combat reports see appendix VI, section II.

Section II. OPERATION ORDERS AND REPORTS

8.5. Relationship of Plans and Orders

The operation order is the formal directive resulting from operational planning. When an operation is to be conducted immediately the complete order, or a series of fragmentary orders, is prepared from the decision announced by the commander. When an operation is to be conducted at some future time and assumptions are required for planning to progress, a formal operation plan is prepared. This plan serves either as the basis for subsequent orders or it may become the operation order by issuance of appropriate implementing instructions. For example, "Execute OPLAN 16. H-hour D-Day is 151700 July 1960."

8.6. Content of Operation Orders

a. Operation orders prescribe only those details or methods of execution necessary to ensure that the actions of the subordinate units concerned will conform to the plan of operations for the force as a whole.

b. The staff activity involved in the preparation and issue of an operation order is discussed in appendix II. A standard form and certain techniques applicable to all operation orders are prescribed to insure that the desires of the commander are clearly understood, to insure that all essential instructions are included, and to facilitate reference. For details see appendix V, form 12, Operation Order, Tactical or Administrative Command.

8.7. Operation Reports

a. Operation reports provide the commander with timely operational information of the command and its environment. They are provided for (or directed) in orders and SOP. They are either recurring or one-time reports (par. 8.4).

b. Responsibilities for operations reports are prescribed in the appropriate section in appendix II.

Section III. ADMINISTRATIVE ORDERS AND REPORTS

8.8. Administrative Orders

a. The administrative order results from administrative planning and normally is issued

by divisions and higher headquarters. It also may be issued by smaller units depending upon their type and missions, the complexity of the

administrative situation, and standing operating procedures. An administrative order is issued separately when the administrative situation is expected to hold for more than one phase of the operation or more than one operation plan or order. In continuing situations administrative orders normally are issued in fragmentary form as changes occur in the administrative situation. A complete order is issued when a complete change in the administrative or tactical situation occurs or when many changes make the current order ineffective. A complete administrative order also may be prepared as a matter of historical record. The estimated period it will be effective, the volume and content, and the specific type of operation have a bearing upon whether it is to be issued as a separate order, or as an annex to an operation plan or order.

b. A guide for the preparation of administrative orders is shown in appendix V, section II, form 14. The primary use of the referenced form is at field army level and below; however, it can be used above that level. Similarly, the form may be used as necessary for operations by ground forces acting alone or with naval and air forces.

c. When the administrative/logistical details

are included in the "Administrative and Logistics" paragraph of an operation order or are issued with an operation order, only the applicable paragraph headings shown in the form need be used.

8.9. Issuance of Administrative Plan Components

The various components of an administrative plan (logistics, personnel, civil affairs) may be issued as separate plans and published as annexes to the plan. This is normal in joint operations, especially when the new operation initiates action in a new area as in an amphibious assault or in a large-scale airborne operation. Separate plans are employed in other situations in which publication and distribution of the components separately from the basic plan is desirable.

8.10. Administrative Reports

a. Administrative reports are of two general types: recurring reports (periodic or as required) and one-time reports as required in orders (par. 8.4).

b. Responsibilities for administrative reports are covered in the appropriate section in appendix II.

Section IV. ANNEXES TO COMBAT ORDERS

8.11. Purpose

a. An annex deals with only one aspect of an operation e.g., task organization, intelligence, fire support, barrier plans, signal communications, traffic circulation, unconventional warfare, psychological warfare, or civil affairs matters.

b. Annexes are separate documents attached to and a part of complete plans and orders. They are used—

(1) To keep the body of the order short, clear and simple.

(2) To present additional information concerning only a part of the command or which is primarily technical.

8.12. Form

Annexes may be either graphic (overlay annex) or written. Annexes which prescribe missions for subordinate elements usually follow the five-paragraph form of the operation or-

der. See appendix V, form 12, Operation Order, Tactical Command.

8.13. Preparation

a. Annexes are prepared by the appropriate officer having staff responsibility for the activity, arm, or service covered by the annex. Annexes to an order are lettered in alphabetical sequence. The staff section preparing the basic combat order assigns letters to the annexes which are to accompany it. The annexes normally are lettered in the sequence in which they are mentioned in the order. The completed annex is submitted to the staff section promulgating the basic order for coordination and for subsequent command approval.

b. Additions necessary to amplify an annex are contained in appendices numbered serially with Arabic numerals, for example, Appendix 1 (Air Fire Plan) to Annex C (Fire Support Plan) to Operation Order 13.

c. Additions necessary to amplify an appendix are contained in tabs designated in sequence by letters, e.g., Tab A (On-Call Fires) to Appendix 2 (Artillery Fire Plan) to Annex C (Fire Support Plan) to Operation Order 13.

d. Additions necessary to amplify a tab are contained in inclosures numbered serially with Arabic numerals.

8.14. References to Annexes and Appendixes

a. In the body of a combat order, an annex or appendix is referred to by its letter or number and its subject, as Appendix 1 (Circuit

Diagram) to Annex C (Signal) to Operation Order 5.

b. In combat orders, reference to an annex is made at the place in the order where it first is desired to direct the reader's attention to the annex. References to annexes are made in paragraphs and subparagraphs wherever needed.

8.15. Publication

Annexes, appendixes, tabs, and inclosures are published simultaneously with the basic plan or order unless there is good reason to the contrary (par. 8.11*b*).

Section V. STANDING OPERATING PROCEDURES

8.16. General

Standing operating procedures reduce the number, length, and frequency of orders. They establish the regular procedure to be followed in the absence of specific instructions. The purpose of standing operating procedures are—

a. To simplify the preparation and transmission of orders.

b. To simplify and perfect training of troops.

c. To promote understanding and teamwork between the commander, staff, and troops.

d. To facilitate and expedite tactical and administrative operations, and to minimize confusion and errors.

8.17. Scope

a. Each command develops appropriate and effective standing operating procedures based on applicable portions of published procedures of higher headquarters, the desires of the com-

mander, and the habitual procedures which have been developed through experience.

b. Standing operating procedures are changed as necessary to meet various conditions or existing practices. Standing operating procedures are sufficiently complete to advise new arrivals or newly attached units of the procedures followed in the command. The amount of detail depends on the size and state of training of the unit. Technical instructions concerning only a limited number of specialists are issued in the form of separate memoranda or as annexes, in each case with reference in the appropriate place in the body of the standing operating procedure. An SOP may be issued conveniently in looseleaf form to facilitate insertion of changes.

8.18. Form

A sample form for standing operating procedures is shown in appendix V.

CHAPTER 9

STAFF ACTIVITIES

Section I. GENERAL

9.1. General

a. The only purpose of a staff is to assist the commander. This is accomplished in large measure by staff contributions to the timely making and executing of decisions. Activities which do not contribute to the making and executing of decisions must be eliminated. The commander and his staff must eliminate or reduce complicated or duplicate procedures which increase command and staff action time.

b. When the commander or higher headquarters announce statements of policy related to staff responsibility, each staff officer records the matter in a policy file, indicating the time and date of announcement. The master policy file is maintained by the chief of staff and each staff officer maintains a file of pertinent extracts thereof. The policy file insures that decisions which serve as a precedent for future action are

readily available for reference. When problems not covered by established policy arise, the chief of staff or staff officer directly concerned, obtains a decision from the commander and incorporates it in the policy file as a basis for future action. At frequent intervals the chief of staff reviews the policy file to verify that the contents are in line with the commander's current concepts and decisions and that obsolete items have been deleted.

9.2. Knowledge of Common Staff Procedures

Every staff officer must know the detailed procedures and techniques of his own particular staff section and job. In addition, he must develop a working knowledge of the common tools used by all staff officers—the common procedures in good staff work.

Section II. COMMON FUNCTIONS

9.3. Derivation

The functions of staff derive from the purpose of the staff. The five broad functions performed by staff officers are providing information, making estimates, making recommendations, preparing plans and orders, and supervising the execution of decisions.

9.4. Providing Information

Staff officers provide information to the commander, to other staff officers, and to other agencies and units. The fundamental purpose of this function is to provide information to the commander for decision, to disseminate information throughout the command, and to provide information of the command to other agencies. Information to the public is an example. Staff officers gather their information from all available sources which provide the desired

types of information. This is done by establishing procedures which result in an automatic flow of information to the staff officers and by continuing contact with these sources. The staff officer must be able to recognize the information value of items which come to his attention through casual, incidental, or accidental contact from any source. Prompt interchange of information, with due regard for security (the only real restriction), is essential to the efficient operation of the entire command. This is assisted by a basic knowledge on the part of each staff officer of what timely information is required by other staff officers. Intelligent cooperation in the execution of orders is obtained only by the free interchange of information with higher, lower, adjacent, and supporting units.

9.5. Making Estimates

Staff officers make continuing estimates and analyses as a basis for recommendations to the commander and other agencies. The process of making estimates is covered in chapter 6.

9.6. Making Recommendations

Staff officers make recommendations to the commander or other staff officers. The most appropriate way to present these recommendations is to present the feasible matters or actions with their major advantages and disadvantages and a positive expression of which one is best and should be undertaken. The last, ideally, should be framed so that the commander need merely approve or disapprove. Recommendations are arrived at objectively by staff officers as a result of careful analysis and comparison, and are presented objectively. This objectivity facilitates keeping the commander properly advised, hence assists him in arriving at a proper decision.

9.7. Preparing Plans and Orders

Staff officers prepare plans and orders to assist the commander in implementing his decisions. (For the basic theory of preparation see ch. 7 for plans and ch. 8 for orders.) Each staff section prepares its appropriate part of the plan or order. The coordinating staff section having primary responsibility for the action integrates the various parts of the plan or order and has responsibility for its complete coordination.

9.8. Supervision

The staff must ensure receipt of the plan or order by those units and agencies for whom it is intended, make certain that it is understood, and assist in the execution of the order when necessary. It is the duty of the staff to ensure that orders are understood and executed as intended by the commander and that recommendations for modifications and elaborations are initiated when circumstances demand. Supervision is effected by visits and reports of staff officers, and by study and analysis of reports.

Section III. COMMON PROCEDURES

9.9. Staff Coordination

Staff coordination is the process of making certain that pieces fit together in an integrated whole. This is done by examination, not only by the action staff officer but by all other interested staff officers of all the subactions involved, by correlation of the subactions, and by making adjustments to resolve conflicts. Each staff officer examines the action, first from the point of view of the commander, and then determines the proper action within his staff area of responsibility. The staff officer responsible for the action also has the responsibility for the complete coordination of the action. To ensure fully coordinated actions, staff officers use certain common procedures: visits and inspections, conferences, briefings, and reports.

9.10. Staff Visits and Inspections

a. Staff Visits. Staff visits are made to obtain information for the commander, to observe the execution of orders or instructions, and to assist subordinate unit commanders. Normally, a program of staff visits to major subordinate units is planned by the headquarters. Such

visits are made by staff officers in the name of the commander and as his representative. When making a visit, the staff officer promotes cordial relations and cooperation between the staff and the troops. He calls on the commander of the unit concerned, informs him of the purpose of the visit, requests such assistance as may be appropriate, and before leaving, reports to the unit commander what he has seen. He carefully avoids criticism or interference with the prerogatives of the subordinate commander. A vital part of a staff officer's assistance to his own commander is to discover and help resolve problems of subordinate elements of the command. These problems often may be solved by staff action through the application of existing policy. A staff officer also obtains information which indicates how effectively and efficiently the commander's decision is being executed and recommends further actions, when appropriate. If it appears that orders of his commander have been misunderstood, he furnishes the subordinate commander or his staff the additional information necessary to assist him in comprehending the exact desires

of his superior. On his return, he makes a brief report, oral or written, of the results of his observation. This report is referred to the staff sections concerned and serves as a means of conveying information on which the appropriate staff officers can take action. Staff visits are more frequently used than inspections.

b. Inspections. Inspections are conducted by the commander or his staff to ascertain the condition of the command.

(1) The staff prepares checklists for inspections based on indicators of proficiency, considering emphasis areas designated by the commander. Inspections are conducted to collect positive and negative information from which the commander can determine the readiness of his unit to accomplish the mission for which it is organized.

(2) The staff schedules inspections in a manner which minimizes interference with the operations of subordinate units. The subordinate unit commander is notified of every inspection and the sequence is worked out in detail to prevent units and individuals from waiting. No unit ready for inspection should be passed over until a later day.

9.11. Staff Briefings

One of the best means of keeping the commander and staff informed of the current situation and major problems facing the command is staff briefing. Briefings are designed for the rapid oral dissemination of information to a group of people and not for settling issues, planning, or solving problems. However, command decisions are made occasionally at staff briefings. Attendance at briefings varies with the size of the headquarters and the type of operations being conducted. The immediate superior to the coordinating staff officers guides the presentation to bring the commander and the staff up to date on the situation and actions since the last briefing. In combat, briefings are held as frequently as required by the situation. Each person attending the briefing is thus made aware of what is going on throughout the com-

mand and such general awareness is difficult to achieve by other means. Staff officers attending take notes on portions of the briefing pertinent to their section for subsequent action. Each staff officer should be prepared at any time to present a briefing on the activities of his own section.

9.12. Allocations and Priorities

An allocation is an apportionment of a definite quantity of supplies, space, services, personnel, or productive facility for a specific use or period of time. A priority is a ruling which establishes precedence.

a. All staff officers become involved in recommending or establishing priorities or allocating materials or personnel against established priorities. The primary consideration in the determination of priorities is the mission. Priorities can be and are changed, depending on changes in the situation as they affect the accomplishment of the mission.

b. A unit given first priority does not necessarily receive the greatest number or amount of the item nor does it necessarily receive all of its allocation before other units receive all of their allocation. The simplest priority system is the single system in which A, B, C, and D, each with a total requirement of one item, are arranged in some order. Seldom, however, is the staff officer's problem as uncomplicated as this. Just as in all military problem solving, it is necessary to analyze the mission assigned to the unit to determine its requirements for things and people. The increments of this total requirement are for various specific purposes. It is the analysis of these increments, together with an appraisal of the importance of the unit's contribution to the accomplishment of the mission, which is the basis for establishing priorities and allocations against them.

c. All staff sections have an interest in the establishment of priorities and allocation. Close coordination is necessary to ensure that nothing is overlooked and that the priorities are recognized in making allocation.

Section IV. COMMUNICATIONS

9.13. General

Communication is essential to the achievement of coordinated actions. It may be effected in various ways, including personal contact be-

tween individuals; the military communication system; coordination with other commands, other agencies of the Government, and the public; and in written communications; staff writ-

ing; staff research; staff studies; staff message control; and in liaison activities.

9.14. Communication System

A reliable and versatile communication system is mandatory to the accomplishment of a commander's mission. With such a communication system he is able to use properly his staff agencies and control his combat and supporting forces. The reliability of the modern battlefield communication system is enhanced by the use of the area communications system and automatic data processing systems (ADPS). Once a versatile and reliable area communications system is in operation, the manifold benefits to a commander and his staff come into full play. They use all available and appropriate communication means to coordinate and control the actions of the command including direct voice contact, written communications, radio, telephone, teletypewriter, and television.

9.15. Coordination With Other Commands

Coordination with other commands is facilitated when the people in one organization can readily find others doing the same type of work in another organization and both recognize the importance of coordination and good human relations. Coordination also is facilitated when the levels of command are organized similarly; when units at the same level of command are organized the same (thus promoting better understanding and cooperation among organizations); when plans and courses of action are closely integrated with those of higher and adjacent headquarters; and when personal contacts are made between higher, lower, and adjacent commands.

9.16. Coordination With Other Agencies of Government

The activities of the modern Army are so interrelated with other agencies of the Government that command coordination at virtually all levels is essential. The range of coordination varies from such matters as a company commander contacting local police officials on pertinent matters affecting his soldiers, to the Chief of Staff of the U.S. Army conferring with members of the legislative bodies of the United States. It also includes such matters

as obtaining information and assistance from the Federal Bureau of Investigation, the State Department, the Central Intelligence Agency, and the General Services Administration, and procurement of common items of supply, medical service, exchange of intelligence, information, joint boards and forces, among many other things. The manner of implementation of this coordination at all levels has a direct bearing on the effectiveness and efficiency with which the Army can perform its present and future functions. All commanders can contribute significantly to furthering good coordination with Congress and with other agencies of the Government by personal contact, by invitation to visit installations or headquarters, and by explaining the job that the Army must do.

9.17. Coordination With the Public

The importance of public understanding, confidence, and support dictates effecting communication with the public. Positive command action in form of personal contact and continuous staff coordination with public counterparts are prerequisites to creating the support for the Army and the other services essential to accomplishment of their missions. In overseas areas, such communication not only promotes support for the Army, but also increases the understanding of the American way of life.

9.18. Written Communications

The efficiency of communication means is dependent upon the ability of the communicator to speak and write effectively. The written communications with which the staff officer most frequently is concerned are disposition forms, memorandums, letters and indorsements, messages, memorandums for record, and staff studies. Combat orders also are vitally important forms of written communications. These orders are normally published prior to operations. However, when time is limited orders may be issued in fragmentary form either orally or in writing and the formal orders are prepared as a record of the operation.

9.19. Staff Writing

a. At division level and above, the complexity of operations normally requires written directives, reports, orders, and studies. The staff

officer at these levels must develop his ability to write accurately, concisely, and clearly.

b. AR 310-110A and AR 310-110B prescribe the use, style, and form of routine orders, bulletins, circulars, and memorandums. AR 340-15 prescribes the use, style, and form of letters; formal and informal memorandums; memorandums for record; and various interoffice forms.

c. This manual prescribes the use, style, and form of combat orders, estimates, periodic reports, and staff studies.

9.20. Principles of Staff Writing

Staff writing is the process by which ideas, recommendations, studies, and directives are prepared in written form for use by the commander, subordinate units, or another staff officer. To be effective, such writing must convey the exact meaning of the writer and must not be subject to misinterpretation. Adherence to certain basic principles will assist in accomplishing this objective. A good staff paper will incorporate the following principles:

- a. *Unity.* Adhere to a single main idea.
- b. *Accuracy.* Free from factual and mechanical errors.
- c. *Clarity.* Conveys writer's intent.
- d. *Coherence.* Logical development and arrangement of the subject matter.
- e. *Objectivity.* Impersonal and unprejudiced viewpoint.
- f. *Completeness.* All action is completed except for approval or disapproval.

9.21. Techniques of Staff Writing

Thorough study and development of the techniques of good writing of any type will assist the military writer in his staff writing. Understanding of the style and format of various types of staff papers will assist in insuring adherence to the principles of staff writing. The techniques most useful to the staff writer are—

- a. *Brevity.* The more concise the paper the smaller is the chance for error. Clarity, however, should never be sacrificed for brevity.
- b. *Emphasis.* By proper arrangement of words and subject matter, make the important idea stand out.
- c. *Mechanical Accuracy.* Accurate grammar, punctuation, and spelling in a staff paper contribute to clarity and understanding.
- d. *Readability.* Use words familiar to the

readers. Use only terms of common use in American English.

e. *Simplicity.* Use short simple sentences and paragraphs.

f. *Titles, Subtitles, and Subparagraphs.* Use titles, subtitles, and subparagraphs for clarity and to *focus the reader's attention*.

g. *Topic Sentences.* At the beginning of a paragraph use a topic sentence to assist in focusing the reader's attention on what is coming. Use short sentences and the shortest words that give the precise meaning intended. Abbreviations in common usage in the military may be used in papers when the distribution is confined to the military.

9.22. Staff Research

a. *General.* Staff research is the means by which a staff officer collects, evaluates, and organizes data for use in a staff paper. It involves—

- (1) Study and understanding of the problem.
- (2) Preparation of a basic work plan.
- (3) Collection and evaluation of data.
- (4) Organization of data.
- (5) Analysis of data.
- (6) Drawing of sound conclusions.
- (7) Formulation of recommendations.
- (8) Coordination.
- (9) Preparation of required type of paper to support his analysis.

b. *Study and Understanding of Problem.* A problem may be assigned by the commander or one of his principal assistants or may be originated by the author. The author must examine the directive carefully to insure that he understands exactly what is desired. If any doubt exists as to the meaning, it must be clarified by the originator.

c. *Basic Work Plan.* The author prepares a working outline. He determines what information he requires, sources of this information, and agencies with whom he will confer; and he makes a time schedule. This process helps him visualize his problem and the steps he must take to solve it.

d. *Collection and Evaluation of Data.* The collection and evaluation of data provide the author of a military paper with the information on which he will base his analysis of the problem. His analysis, conclusions, and recom-

mendations are only as good as the data on which they are based.

(1) *Collection.* Collection of data involves the following steps:

(a) Listing possible sources of information.

(b) Consulting those sources.

(c) Eliminating those which prove to be unfruitful.

(d) Studying information available from remaining sources.

(e) Making notes.

(f) Organizing notes according to topic.

(2) *Evaluation.* The researcher must be particularly careful to check the soundness of his sources of information. Asking the following three questions assists in evaluating the information:

(a) Is the information relevant?

(b) Is the information credible?

(c) Is the information accurate? Does it agree with other statements or information of which the researcher is cognizant?

e. Organization of Data. After initial research is completed, all data is organized by topic and subtopic. After initial organization, the researcher looks for gaps in his information which must be filled by additional research. After final research is completed, the data is again organized according to topic for ease of reference.

f. Analysis of Data. The researcher analyzes and compares his data to arrive at sound conclusions. This process can be compared to the analysis and comparison performed in an estimate. All aspects of the problem, facts bearing on the problem, assumptions, and information are compared, weighed, and analyzed to determine their effect on each other and on the problem itself. The important points receive more emphasis, while the less important points are considered in the light of their relative value. Major emphasis is not given to data of relatively minor significance. It is in this process that the researcher must be most objective to insure that his own prejudices do not influence his judgment.

g. Drawing of Sound Conclusions. As a result of his analysis, the researcher arrives at conclusions which are complete and bear on the problem.

h. Formulation of Recommendations. Based

on his conclusions, the staff officer arrives at recommendations which will solve the problem if approved. These recommendations are complete and include all documents necessary to place the recommendations in effect. All that remains to be done is for the approving authority to indicate approval or disapproval.

i. Coordination Actions. Here the researcher secures the informal comments of all interested agencies on his recommendations to insure that all aspects of the problem have been covered. The coordinating actions at this time most often are accomplished by conferences and informal staff papers. If additional considerations are indicated the researcher incorporates them in his study.

j. Preparation of the Paper. The researcher then is prepared to organize his study as a staff paper. The staff paper may take the form of a formal or informal memorandum, a letter or other type of communication, or a staff study. When the paper has been prepared, formal concurrence is obtained from all interested agencies.

9.23. Staff Studies—Form and Content

a. General. A staff study is a formal staff paper containing a concise and accurate analysis and a recommended solution to a problem. It is the result of military research and conveys to the commander or other superiors a report of the analysis made by the author, together with his conclusions and recommendations. It assists the commander in making a decision.

b. Form and Contents. Appendix VI, form 27, prescribes the format of a staff study. Example 74 provides a guide for the contents of each paragraph.

9.24. Staff Message Control

a. Staff message control is the system of processing messages and correspondence within a headquarters.

b. The principal purposes of staff message control are—

(1) To receive, dispatch, and record messages and correspondence entering and leaving the headquarters.

(2) To reproduce and route copies to proper staff members for action and information.

(3) To maintain controls to insure prompt action by action agencies.

(4) To establish priority of action when necessary.

(5) To control the use of security classifications and precedence designation on outgoing communications.

9.25. Liaison

a. General. Liaison is the contact maintained between elements of the armed forces to insure mutual understanding and unity of purpose and action. Liaison is aided by exchange of personnel whose duties are to maintain continuity in the exchange of information and to promote cooperation and coordination of effort by personal contact.

b. Establishing Liaison. Liaison may be established between supporting and supported unit, between adjacent units, and between subordinate and higher headquarters. Liaison between supporting and supported units, if established, is the function of the supporting unit. Liaison between adjacent units is established upon the initiative of adjacent commanders or upon order from higher authority.

c. Duties of Liaison Officers.

(1) Before departing for a unit, a liaison officer must thoroughly understand his mission and become familiar with the situation of his own unit. He then obtains proper written credentials and insures that arrangements for communication are made.

(2) On arriving at the headquarters, the liaison officer reports to the commander (or an appropriate staff officer), presents his credentials, and states his mission. He then familiarizes himself with the situation of the unit and makes arrangements for securing information required by his mission and for transmitting this information to his own unit.

(3) During his liaison tour, the liaison of-

ficer keeps himself informed of the situation of his own unit and makes such information available to the commander and staff of the visited unit. He makes continuous reports on those matters within the scope of his mission, keeps appropriate records, and advises the commander of the headquarters in which liaison is being performed of the contents of the reports he sends to his own headquarters. If the liaison officer is unable to accomplish his mission, he makes this fact known to his headquarters. The liaison officer must keep in mind that he is responsible for furthering harmonious cooperation between his own headquarters and the one to which sent. To do this, he accomplishes his mission without interfering with the operations of the headquarters to which sent. Upon completion of his mission the liaison officer notifies the visited unit commander (or an appropriate staff officer) of his expected departure.

(4) On return to his own headquarters, the liaison officer reports on his mission and transmits promptly any requests of the commander from whose headquarters he has just returned.

d. Rotation of Liaison Officers. A liaison officer must be thoroughly familiar with the situation, plans, and policies of his own command. Therefore, he frequently visits his own headquarters for briefing. Liaison is improved by contact, experience, and by establishing working relationships with individuals in the visited command. In situations requiring prolonged exchange of liaison officers, it may be desirable to rotate individuals on liaison duties, but normally units work best with liaison officers who have worked with them a long time.

e. Staff Liaison. Liaison duties are not restricted to liaison officers specifically appointed as such but may be performed on occasion by any staff officer. A staff officer making a staff visit to another headquarters is also performing liaison duties.

APPENDIX I

REFERENCES

AR 11-46	Army Command Management System Cost and Performance Summary
AR 105-31	Message Preparation
AR 310-3	Preparation and Processing of Military Publications
AR 310-110A	Orders, Bulletins, Circulars, and Memorandums Issued from Headquarters of Field Commands
AR 320-5	Dictionary of United States Army Terms
AR 335-15	Reports Control System
AR 340-15	Correspondence
AR 360-55	Community Relations
AR 380-5	Safeguarding Defense Information
DA Pam 39-1	Nuclear Weapons Employment
DA Pam 35-10	The Comptroller's Guide
DA Pam 108-1	Index of Army Motion Pictures, Filmstrips, Slides, and Phonorecordings
DATC 101-1	Prediction of Fallout and Radiological Monitoring and Survey
FM 1-100	Army Aviation
FM 3-5	Tactics and Techniques of Chemical, Biological, and Radiological Warfare
FM 3-9	Staff Chemical Officer
FM 6-20	Field Artillery Tactics and Techniques
FM 7-100	Infantry Division
FM 17-100	The Armored Division and Combat Command
FM 21-5	Military Training
FM 21-6	Techniques of Military Instruction
FM 21-30	Military Symbols
FM 27-10	The Law of Land Warfare
FM 30-5	Combat Intelligence
FM 30-9	Military Intelligence Battalion, Field Army
FM 30-9A	Military Intelligence Battalion, Field Army
FM 31-40	Tactical Cover and Deception (U)
FM 31-15	Operations Against Airborne Attack, Guerilla Action, and Infiltration
FM 31-21	Guerilla Warfare and Special Forces Operation
FM 31-21A	Guerilla Warfare and Special Forces Operation (U)
FM 32-5	Communications Security
FM 33-5	Psychological Warfare Operations
FM 41-5	Joint Manual of Civil Affairs/Military Government
FM 41-10	Civil Affairs/Military Government Operations
FM 41-15	Civil Affairs/Military Government Units
FM 44-1A	Air Defense Artillery Employment (U)
FM 54-1	The Logistical Command
FM 55-4	Transportation Movements in Theaters of Operations
FM 57-35	Army Transport Aviation—Combat Operations

FM 101-5

FM 57-100	Airborne Division
FM 100-1	Doctrinal Guidance
FM 100-5	Field Service Regulations; Operations
FM 100-10	Field Service Regulations; Administration
FM 100-15	Field Service Regulations; Larger Units
FM 101-1	The GI Manual
FM 101-10	Organization, Technical, and Logistical Classified Data (U)
FM 101-31	SOFM; Atomic Weapons Employment (U)
FM 101-51	Department of the Army Planning and Programming Manual
FM 110-10	Joint Logistics Policy and Guidance Manual (U)
JANAP and ACP 121-Series	Joint Communications Instructions
JANAP and ACP 122-Series	Joint Communications Instructions
JANAP 169	Standard Abbreviations
JCS Pub 1	Dictionary of United States Military Terms for Joint Usage
JCS Pub 2	Unified Action, Armed Forces

APPENDIX II

STAFF OFFICERS INFORMATIONAL DIGEST

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Section I. GENERAL

1. Purpose and Scope

This appendix presents additional information to assist principal staff officers in discharging their responsibilities. Procedural material supplemental to that contained in the manual,

data on staff section organization in type headquarters of various commands in theaters of operation, and general information of interest to all staff officers are included.

Section II. PERSONNEL

2. General

a. Personnel staff functions and procedures for field armies, corps, division, and similar commands generally include the same elements. The principal difference is the time element and the scope of personnel problems encountered. The field army G1 frequently plans from one to two months ahead while the G1 of corps or division usually plans for a shorter period. All personnel officers supervise the application of personnel policies of higher headquarters, issuing such qualifying instructions as may be necessary. The efficiency of the personnel system in a command is dependent to a great extent upon the organization and operation of the individual personnel sections within the command.

b. Staff relationships in selected personnel activities are shown in figure 16.

3. Maintenance of Unit Strength

a. General. The personnel officer makes a continuous estimate of strength for present and future situations, insures the preparation and retention of appropriate records and reports,

and jointly with the operations officer requests replacements from higher headquarters.

b. Loss Estimates. The personnel officer maintains a continuing loss estimate, balanced against forecasted personnel receipts, to determine current and future requirements. See FM 101-10 for loss estimate data and methods of computing losses. This estimate is complicated by the fact that losses from nuclear or CB weapons cannot be accurately forecast except when complete annihilation is anticipated. Flexible plans for unit replacement and the rapid availability of large numbers of individual replacements partially offset the effects of inability to accurately estimate casualties from nuclear or CB weapons.

c. Unit Personnel Records and Reports. These consist of records and reports showing the status of personnel matters in the command. They keep the commander, his staff, and higher headquarters informed of the personnel situation in the command. They may include—

- (1) The personnel daily summary.
- (2) The periodic personnel report.
- (3) Special strength reports.

- (4) Morning reports.
- (5) Personnel requisitions.
- (6) Disciplinary reports.
- (7) Accident reports.

The first three items are covered in *d*, *e*, and *f* below. The other reports are covered in appropriate Army regulations and technical manuals.

d. Personnel Daily Summary.

(1) The personnel daily summary is used by the personnel officer to convey to the commander, the staff, and to higher headquarters, current personnel information covering a specified 24-hour period. The personnel daily summary (see appendix VI for example) is prepared in appropriate headquarters from information obtained from assigned units and attached combat units. (See (2)(a)3 below for attached service units.) The summary contains information relative to authorized and assigned strengths, daily and cumulative losses, days in combat, replacements, and prisoners of war. The form itself is not forwarded. Only the consolidated figures therefrom are transmitted through command channels. The personnel officer is responsible for timely transmission to the next higher headquarters.

(2) Divisions, corps, and armies consolidate successively and transmit personnel daily summary figures for the specified 24-hour period, normally from 1800 to 1800.

(a) Division.

1. The adjutants (S1s) of all organic and attached units transmit to the division G1 section, figures on daily losses, gains, and prisoners of war captured by the unit.

2. The complete personnel daily summary is used to brief the division commander and staff. However, the figures transmitted to corps consist only of totals for division, each battle group, and each battalion size combat unit, assigned or attached.

3. Normally once each week, each division transmits to corps an additional total set of consolidated figures for attached service units.

(b) Corps. The corps G1 section enters on its personnel daily summary form the figures received from the divisions. It makes separate entries for each nondivisional combat unit operating directly under corps control. This information is presented to the corps commander

and staff. Daily summary figures transmitted to field army consist of separate totals for *each* division and a consolidated total of all nondivisional combat troops assigned or attached to corps, including those attached to and reported by divisions. Once a week, corps transmits to field army an additional total set of consolidated figures entitled "Headquarters and Service Troops". This latter total comprises the consolidated figures for the headquarters and headquarters company of the corps and all service units assigned or attached to corps, including those service units attached to and reported by divisions.

(c) Field army. The army G1 section enters on its personnel daily summary form the figures received from corps. It makes separate entries for divisions and for each combat unit operating directly under army control. In transmitting the personnel daily summary to higher headquarters, the only consolidation of figures made is for combat units operating directly under army control; otherwise, the figures are transmitted exactly as received. Once a week, army transmits the total figures received from each corps for headquarters and service troops, and an additional *total* set of figures entitled "Headquarters and Service Troops, Army". This latter total comprises the consolidated figures for the headquarters and headquarters company of the field army and all service units assigned to and operating directly under control of the field army.

(3) The personnel daily summary normally is submitted to reach the field army personnel officer by 0600 daily for the preceding reporting period (as of 1800 hrs the day before) therefore, it is transmitted by the most expeditious means. When electrical transmission is used, proper security measures are taken.

(4) Accuracy of the personnel daily summary depends on the information submitted by subordinate units. The adjutant general receives reports which partially duplicate the information contained in the daily summary, but which are more detailed. Adjutant general figures do not include personnel reported "missing in action" on the personnel daily summary until a sufficient time has elapsed to recover or find missing personnel who may have evaded capture, been wounded and evacuated, or mingled with an adjacent unit. The personnel officer

should check the daily personnel summary entries periodically against the records maintained by the adjutant general, surgeon, chaplain, quartermaster, and provost marshal to verify daily figures and adjust variances in totals. It is equally important for unit S1s to adjust cumulative unit totals on succeeding reports, as correct information is received.

e. Periodic Personnel Report.

(1) The periodic personnel report covers all personnel activities in a command for a specified period. It is assembled by the personnel section and submitted on call (usually weekly) to the next higher commander.

(2) This report permits periodic reviews of the manner of performance of personnel activities. It can be analyzed (by comparison with previous reports) and conclusions drawn as to actions required. This report also is the basis for the personnel portion of the command report.

(3) Much of the data listed in the periodic personnel report is obtainable from records in the personnel section and in other staff sections of the headquarters, especially in the adjutant general section and in machine record units. *Subordinate units should be required to submit data only when the data are not available in the headquarters.*

(4) A form and an example of a periodic personnel report are contained in appendix VI.

f. Special Strength Reports. These emergency type reports give information such as the number of casualties caused by nuclear weapons, CB agents, or other means where great numbers of casualties occur in a relatively short time. They also provide current information on strength. Special strength reports are prepared by the affected unit, or by the next higher command echelon if the control element of the affected unit is inoperative. They are forwarded through command channels to the G1. Special strength reports are submitted as prescribed in SOP.

g. Battle and Nonbattle Loss Reporting.

(1) The personnel officer is interested in individual losses, for these losses create vacancies which in turn create requirements for—

(a) *Replacements.* The correct number and types of trained individuals to fill vacancies.

(b) *A replacement system.* The system of replacement installations in which replacements are received, billeted, processed, trained, assigned, and shipped to the units when and where needed.

(c) *Replacement system control.* The estimates, requisitions, allocations, and assignment directives used to control the flow of replacements to the proper units at the proper time.

(2) Battle and nonbattle losses are reported to the adjutant general in accordance with instructions contained in appropriate regulations. These reports provide:

(a) The Department of the Army, theater, and subordinate headquarters with information necessary to compile loss rate tables and estimated replacement requirements, and to facilitate accurate personnel strength accounting.

(b) The adjutant general or other responsible notifying agency with complete data on battle and nonbattle losses for use in notifying an emergency addressee, as well as providing data for the settlement of pay, insurance, pension, and disability claims.

(c) Data to the Department of the Army, theater, and subordinate headquarters to evaluate and guide efforts to reduce preventable battle and nonbattle losses.

h. Replacement Requests. There are two methods for providing replacement of personnel losses—individual replacement and unit replacement. The individual replacement method is used to restore the strength of a unit, while the unit replacement method is used to replace a unit.

(1) Determination of the method of replacement to be used, when either method is applicable, requires joint action by the personnel officer, the operations officer, and the logistics officer. The criteria is combat effectiveness. The operations officer has primary staff responsibility for this evaluation, however, he requires information and advice from the personnel officer with respect to availability of individual replacements, and from the logistics officer with respect to status of equipment and replacement items. Subject to the above considerations, the operations officer is planner, coordinator and supervisor of unit replacement operations, to

include submitting the formal request to higher headquarters.

(2) The individual replacement method is used for noncombat units, and for combat units when the unit replacement method is not used ((1) above). The personnel officer is the planner, coordinator, and supervisor of individual replacement operations at all echelons. He insures that timely and accurate requisitions are submitted, replacements are processed, and assignments are in accordance with requisitions and/or allocations and priorities.

(3) See figure 16 for staff relationships in replacement operations.

4. Personnel Management

Management is discussed in chapter 1, section II. The personnel officer exercises staff supervision over personnel management matters in the following principal areas:

a. The personnel officer is responsible to his commander for the efficient classification, selection, and assignment of the right man to the right job. By supervising enforcement of the commander's policies governing such things as health and hygiene, working hours, leaves, and passes, he assists in promoting the welfare of the command. He assists the commander by recommending and supervising execution of policies on the use of awards and decorations, promotions, pay, transfers, and reassignments for upgrading and assigning personnel to more responsible or appropriate positions. By constant reevaluation the personnel officer measures the effectiveness of these activities, recommending such changes as may be warranted by the situation. He also coordinates with the operations officer in preparing and operating training and retraining programs for special classes of personnel including:

(1) Reclassified personnel reassigned to combat duty.

(2) Reclassified personnel reassigned to noncombat duty.

(3) Hospital returnees assigned to new duties.

b. On behalf of the United States, commanders exercise supervision over *prisoners of war*, and are responsible for their custody, administration, and treatment. Prisoners of war remain in the custody of the theater commander

until they are evacuated from the theater, repatriated, or paroled. The personnel officer is the coordinating staff assistant responsible for supervising plans for prisoners of war, and for coordinating such plans with other staff officers. Detailed relationships with other staff officers in this activity are shown in figure 16.

c. The personnel officer has general staff responsibility for coordinating and supervising the rehabilitation of U.S. or Allied personnel who are recovered from the enemy. Initial steps include the furnishing of food, clothing, and necessary medical attention. The personnel officer also arranges for prompt notification to higher headquarters of their recovery. He arranges for their prompt evacuation from the combat zone, and for communication facilities so that recovered personnel can immediately notify their families. The personnel officer also insures that U.S. and Allied personnel recovered from the enemy are instructed not to discuss their experiences in enemy-held territory until they have been questioned by authorized intelligence personnel; he ensures that the intelligence officer is immediately notified of recovery of such personnel.

d. Individual records and reports are incident to individual assignment, transfers, promotions, awards, discipline, pay, temporary duty leave, physical condition, military occupational specialty, casualties, and other related items. The personnel officer is responsible for ensuring that these are current and complete. Appropriate Army regulations govern these records and reports.

e. (1) The personnel officer is charged with primary staff responsibility for promotions and battlefield appointments. This includes—

(*a*) The interpretation and dissemination of all regulations and directives pertaining to promotions and battlefield appointments.

(*b*) The recommendation of command policies governing promotions and battlefield appointments, in consonance with regulations and directives of higher headquarters. Furthermore, the personnel officer of a theater army should recommend changes in existing Department of the Army directives, based on experiences and requirements of the particular theater.

(*c*) The supervision and implementation of all policies and directives issued by the com-

mander or higher echelon to ensure uniform compliance within the command as a whole.

(d) The establishment, in cooperation with the adjutant general, of an efficient processing system minimizing the time lapse between forwarding of the recommendation, and action upon and return by the headquarters taking final action.

(e) The resolution of differences in interpretation of directives by subordinate commands. Different standards in different units may eventually lead to a deterioration of morale within the command.

(f) The standardization of administrative processes and forms to insure speed in processing promotion and appointment recommendations.

(g) The exercise of supervisory control of promotions and appointments to prevent the accumulation of surplus grades.

(h) The assurance that promotion standards are maintained and that officers are not being recommended solely because of an existing position vacancy and that highly qualified officers are not denied consideration because of an apparent lack of replacements or possible loss to the command.

(i) The establishment at theater army and field army levels of ceilings for battlefield appointment.

(2) At all headquarters, the personnel officer, in cooperation with the adjutant general, sets up procedures to supervise the promotion and battlefield appointment. Specific program actions at division level include:

(a) Checking compliance with the announced policy on promotions.

(b) Observing the effect of the announced policies on morale.

(c) Recommending needed changes in procedures or policies.

(d) Conferring with unit commanders and the adjutant general to determine the effect of existing policies and procedures, and to determine when changes should be recommended.

(e) Checking to insure that deserving individuals in one unit are not being held back when position vacancies exist in other units.

(f) Coordinating with the operation officer for conduct of short orientation courses for newly commissioned officers at the earliest practicable date.

(g) Insuring that when evacuation from the command occurs before final action is taken on a recommendation for battlefield promotion or appointment, appropriate action is taken to protect the interest of the individual and the Army.

5. Manpower Management

a. Manpower management is the personnel function which involves the management of personnel in terms of numbers. This function requires close coordination with personnel management, which deals with personnel as individuals.

b. The personnel officer exercises staff supervision over manpower management matters in the following principal areas:

(1) Manpower planning and programming. The planning, programming, coordination, formulation of policy, and execution of the manpower program.

(2) Determination of manpower requirements. Determination of the total number of individuals (military and civilian) required and numbers required to replace losses with a breakdown by types.

(3) Procurement of personnel. The procurement of personnel in terms of numbers.

(4) Allocation of manpower resources. The distribution of manpower resources by allocation to successive echelons of command.

(5) Development of performance standards and staffing criteria. The process of prescribing policies and procedures for the analysis of personnel performance in connection with personnel utilization, requirements, and manpower authorizations.

(6) Evaluation of personnel utilization. The evaluation of personnel practices and organizational development of agencies to assure the proper utilization of personnel.

(7) Distribution. The bulk distribution of replacements to using units.

(8) Operation of Manpower Reporting System. The gathering and reporting of necessary facts about manpower and commands for information, operation, planning, and control.

(9) Supervision. The surveillance of all aspects of manpower management to insure that the system works as planned and to provide information for the continual improvement of operations.

6. Development and Maintenance of Morale

a. General. Military morale is the attitude of individuals toward military life and everything associated with it. Morale will receive its greatest test on the modern nuclear battlefield. High morale is developed primarily by good leadership, by proper indoctrination, and by training and discipline of troops before commitment; it is maintained primarily by the same activities. Other activities that contribute to the maintenance of morale are *personnel services, decorations and awards, promotions, and graves registration activities.*

b. Personnel Services. The personnel officer plans and supervises personnel services in the unit. He seeks the advice and assistance of the coordinating or special staff section concerned. These services may include *postal, financial, religious, special, exchange, welfare, legal, and character guidance, bath, laundry, and clothing exchange*, as well as rest, leave, and rotation. Although every effort is made to provide necessary personnel services without creating vulnerable targets, nuclear battlefield conditions will enforce marked austerity in these services. Staff responsibilities for these activities include:

(1) *Postal service for the command.* The adjutant general is responsible for the operation of the postal system within the command in accordance with applicable directives.

(2) *Finance services for all who are authorized to use them.* For discussion of finance services, see the TM 14-series. The personnel officer insures that the personnel records are kept current and correct in order that the personal finance plan of the individual soldier and officer may be promptly and correctly implemented.

(3) *Religious activity.* The personnel officer insures that the chaplains of the command have every facility required and possible for the effective discharge of their tasks. In a division or higher headquarters, the chaplain is under the staff supervision of the personnel officer.

(4) *Special services activities.* The adjutant general is responsible for special services activities. In those commands not having an adjutant general, this function is assigned by the commanding officer.

(5) *Exchange services.* The supply of exchange goods has an important bearing on the morale of a command. The quartermaster exercises special staff supervision over exchange activities until the Army-Air Force Exchange Service establishes nonappropriated fund exchange service.

(6) *Bath, laundry, and clothing exchange.* The quartermaster exercises operational control over these services which have a direct effect upon morale.

(7) *Welfare service activities* to include furnishing of information, counsel, and advice on personal affairs to all military personnel and on request, to their dependents; and furnishing assistance in applying for benefits, payments, and services administered by the Department of the Army and other Federal departments and agencies. The adjutant general has principal operating staff responsibility for these activities. The personnel officer insures cooperation with and assists such agencies as the American Red Cross, and provides for administrative processes in connection with the Army Emergency Relief and the Army Relief Society.

(8) *Legal advice and assistance* (accomplished by the staff judge advocate).

(9) *Quota allocations to leave areas and recreational centers.* Policies governing allocations depend on many factors which must be evaluated each time a quota is received. Such factors include type of combat, length of time in combat, size of allocations, location of units, strength of units, and ratios to be established for combat, combat support and administrative support units.

(10) *Character guidance.* The personnel officer is the chairman of the character guidance council. He has coordinating staff responsibility for implementing the program.

c. Decorations and Awards.

(1) The personnel officer is responsible to the commander for insuring that—

(a) Effective advance plans are made to establish decorations and awards policies.

(b) Effective precombat instruction in procedures is given all units.

(c) Recommendations for awards are made promptly and correctly in accordance with established policies and regulations, and are processed and acted upon properly, efficiently, and rapidly.

(d) Proper publicity within units is given the recipients, and that information is furnished to the information officer for public release.

(e) Prompt corrective action is taken to amend the decorations and awards policies if they fail to establish comparable standards of decorations and awards.

(2) The personnel officer frequently measures the effectiveness of policies established. Means commonly employed to measure this effectiveness are—

(a) Staff visits to lower units.

(b) Compilation and analysis of statistics, and correlation with days in combat and tactical accomplishments.

(c) Comparisons with adjacent units of similar organization and missions.

(d) Checks on processing within headquarters.

(e) Conferences with commanders and personnel officers of lower echelons.

(f) Conferences with unit chaplains.

(g) Analysis of theater troop opinion polls.

For further discussion of purpose, authority, and standards relative to decorations and awards, see appropriate Army Regulations.

d. Graves Registration Activities. The personnel officer has coordinating staff responsibility for graves registration service. The quartermaster plans for and operates the graves registration service. The organization, functions and operations relating to the handling of deceased personnel in the theater of operations are contained in FM 10-63.

e. Morale Indicators. The personnel officer assists the commander by recognizing problem areas likely to affect morale adversely, and starting or recommending appropriate action. He is constantly on the alert for indications of low morale regardless of the source of the information. Morale indicators generally come to the attention of the personnel officer through staff visits, intrastaff discussions, or in the form of reports.

(1) *Staff visits.* Items to be observed during visits include—

(a) Combat efficiency.

(b) Appearance and courtesy.

(c) Personal hygiene.

(d) Care of equipment.

(e) Condition of mess and billets.

(f) Adequacy and suitability of rations.

(g) Care of casualties.

(h) Response to instructions and orders.

(i) Use of recreational facilities.

(j) Attitude of leaders toward subordinates.

(k) Use of religious facilities and chaplain evaluation.

(l) Application of safety practices and standards.

(2) *Reports.* Reports which assist in evaluating morale pertain to—

(a) Men absent without leave and deserters.

(b) Malingerers.

(c) Arrests and apprehension, military and civilian.

(d) Punishments (courts-martial and art. 15, UCMJ).

(e) Requests for transfers.

(f) Sick call rate.

(g) Stragglers.

(h) Self-inflicted wounds.

(i) Black market activities.

(j) Pilfering.

(k) Use of rations.

(l) Chaplain's monthly report.

(m) Accident reports.

(n) Reports on success or failure in accomplishing mission.

(o) Crime prevention surveys.

(p) Inspector General reports.

7. Maintenance of Discipline Law and Order

a. General. The personnel officer is concerned with the enforcement of laws and regulations, the maintenance of order and discipline, and the collection and disposition of stragglers, all of which are involved in the control of individuals. The major objective sought in these problem areas is to contribute to the combat effectiveness of the command by—

(1) Insuring that respect for authority is preserved, that regulations are enforced, and that conditions adverse to good discipline and morale are kept to a minimum.

(2) Keeping to a minimum, losses in manpower due to trials, punishment, and confinement.

b. Discipline.

(1) The confusion, psychological shock, and possible panic resulting from a chemical, biological, or nuclear attack will increase straggling and require workable control measures. Survival and success in nuclear warfare will demand the highest standards of individual and unit discipline. Chemical, biological, or nuclear warfare will require establishment of standing operating procedures to achieve maximum protection of individuals, units, and installations. Proper discipline in a unit insures compliance with these procedures. The restrictions imposed on movement and other troop activities will increase disciplinary problems.

(2) While all staff sections are concerned with discipline, the personnel officer is specifically charged with the coordinating staff responsibility of keeping the commander informed on all matters affecting it. Discipline and morale are closely interrelated. Some of the most common indicators of low morale and poor discipline which, when considered along with the state of training, battlefield performance, environment, and other pertinent factors, assist in arriving at conclusions with respect to a given unit are:

(a) Excessive rates of absence without leave and desertion.

(b) Increase in number and seriousness of courts-martial offenses.

(c) Increase in arrests by civilian law enforcement agencies.

(d) Marked increase in the number of malingerers.

(e) Poor maintenance, and excessive losses of equipment due to carelessness.

(f) Blackmarket activities.

(g) Carelessness in dress and saluting.

(h) Lack of attention to individual cleanliness, and cleanliness and neatness of quarters.

(i) Improper response to commands, directives, and other orders.

(j) Large number of requests for transfer to other units.

(k) Self-inflicted wounds.

(l) Increase in number of accidents.

(3) Conversely, low incidence rates for the foregoing indicators, together with high performance of duty, are evidence of good morale and good discipline.

c. Law and Order.

(1) This responsibility requires coordination of those activities of the provost marshal, the inspector general, the chaplain, the surgeon, the adjutant general and the staff judge advocate that pertain to law and order. The staff judge advocate is by law charged with the administration of military justice.

(2) The personnel officer should insure that the following measures are being fully employed throughout the command:

(a) Preventive measures which bring about habits and attitudes conducive to obedience and respect for authority and which seek to eliminate existing or potential causes of law violation.

(b) Study of cases to discover and eliminate causes of derelictions, in cooperation with subordinate unit commanders.

(c) Provision of an adequate number of members for courts-martial boards.

(d) Qualification of members of courts.

(e) Rotation of members of all courts.

(f) Frequent check of operation of confinement facilities.

(3) The statistical records of the staff judge advocate and the provost marshal are useful in evaluating the state of discipline in the command. Although the staff judge advocate communicates directly with the commander on matters pertaining to military justice, he keeps the personnel officer informed on those matters pertaining to discipline, law, and order within the command which are the responsibility of the staff judge advocate.

d. Maintenance of Order.

(1) Shock from nuclear attack will be an increasing cause (or excuse) for AWOL, desertions, straggling, and self-inflicted wounds. The devastation of the civilian economy will increase smuggling, looting, black market activities, and illegal sale or barter of military supplies. Thoughtful planning and effective execution will be required to maintain order.

(2) Some of the disorder following nuclear attack will stem from stragglers who are lost, suffering from shock or combat fatigue, or who absent themselves from their units by design to avoid dangerous or undesirable duty. Straggler control begins in the unit areas. However, it is a function of military police to

apprehend stragglers who drift away from their units, and to insure that they are returned.

(3) When enemy nuclear weapons are employed it may be necessary to have military police discontinue other functions temporarily to effect straggler control around the affected area. When this task is beyond the capabilities of organic military police, assistance may be requested from higher headquarters, or administrative support troops or tactical troops may be used. Tactical troops should be used only when the other sources are exhausted.

(4) Denial of access to or evacuation of actual or anticipated fallout areas may create additional requirements for military police or additional troops to supplement military police activities.

8. Headquarters Management

a. General. Headquarters management is the control of the organization and administration of the headquarters to insure that operations are performed with optimum efficiency. It deals with physical arrangement, control, and standardization of procedures within a headquarters or other activity. All staff officers are concerned with the administrative activities within their own staff sections. In addition, the personnel officer is responsible for assisting the commander in supervising the administrative activities within the headquarters. In performing this duty, he does not encroach on the prerogatives of other staff officers in the operation of their own sections or functions. He should make himself available for advice to other staff officers when requested. The comptroller performs functions relating to budgeting, finance and accounting, internal controls, and statistical reporting and analysis when he is included in the staff of a headquarters. (See paragraphs 43 through 49, for activities of the comptroller.)

b. Personnel Officer Functions. The headquarters management functions of the personnel officer normally include—

- (1) Efficiently managing his own office.
- (2) Coordinating and supervising the movement and internal organization of the headquarters.
- (3) Recommending allocation of personnel spaces, and manpower economies especially those personnel authorized as bulk overhead.

(4) Allocation of shelter in the headquarters area for troops and the headquarters, in coordination with the operations officer for area organization and with the logistics officer for provision of shelter.

c. Checklist. The following checklist is a guide for improving the internal organization of a headquarters.

(1) Insure that the organization and strength of the headquarters conform to command guidance and as near as possible to the applicable tables of organization and equipment or table of distribution.

(2) Secure approval to obtain from each section of the headquarters current organization, position, and flow charts, showing in detail the functions of each subdivision, and a statement of functions assigned to each individual. Discuss the organization with each section chief to determine special problems which are not reflected on the chart.

(3) Prepare and distribute functional and position charts for the whole headquarters.

(4) Analyze the organization charts of each section and of the headquarters as a whole to determine the degree of effectiveness with which the procedures of organization are applied; and to determine whether adjustments in strengths of any sections are necessary or advisable.

(5) Recommend remedial action to the affected staff officer or the commander.

d. Typical Headquarters Layout. See FM 101-10.

9. Miscellaneous

The personnel officer has coordinating staff responsibility for a number of matters related to the individual which do not fall fully into any of the specific categories previously discussed. The more important of these are:

a. Preparation of the personnel estimate in order to determine the impact of the personnel situation on operations and the impact of operations on personnel matters. It includes the personnel officer's recommendations to meet estimated requirements. The personnel estimate may be written, particularly in the higher levels of command. In the division, the personnel estimate is frequently recorded only in the form of notes and is usually presented orally. See appendix III, form 4.

b. Development of the personnel plan is based upon the decision of the commander. The personnel officer usually begins the preparation of his plan before the commander arrives at his decision, subsequently making such adjustment as necessary to best support the decision. The personnel plan should be reexamined on completion to see that it adequately supports the current mission of the command and that it does not conflict with current policies. When the plan has been approved by the commander, it may be disseminated to the command by—

- (1) Administrative order (personnel paragraph).
- (2) Messages.
- (3) Conferences.
- (4) Administrative publications media.
- (5) Administration and logistics paragraph of operation order.
- (6) Annex to operation order or administrative order.

The preparation and issuance of administrative orders is a coordinating staff responsibility of the logistics officer. The personnel officer submits to the logistics officer those paragraphs of the administrative order pertaining to personnel functions. See chapter 8—Orders and Reports.

c. Supervising activities concerned with education of military personnel, safety management, dependent schools, marriage to foreign nationals, reception of visitors, community relations, and administrative matters not assigned other general staff sections.

10. Staff Section Organization

a. General.

(1) Personnel sections vary in strength according to the size of the command and the desires of the commander. The personnel section is authorized only sufficient personnel to carry out coordinating staff functions. Personnel officers do not dissipate their efforts by performing operational functions which are the responsibility of the special staff officers.

(2) The internal organization of personnel sections at various levels of command is not prescribed by Department of the Army tables of organization. The internal organization normally is determined at each headquarters by the personnel officer, subject to approval by the chief of staff and commander, and de-

pends on such factors as operating conditions, the availability of personnel, and the emphasis which must be placed on personnel functions. For example, such activities as supervision of prisoners of war or of civilian personnel may influence considerably the organization in some situations; in other situations these might be minor activities.

b. Division G1 Section.

(1) Division G1 section strength are prescribed in current tables of organization and equipment.

(2) The method of operation within the section is determined by the G1. Since his duties require visits to other staff sections, and subordinate, higher, and adjacent headquarters, plus 24-hour operations of the section in combat, it is required that both the G1 and his principal assistant be thoroughly familiar with overall policy procedure and operations. A typical distribution of duties and responsibilities within the section is shown in figure 32.

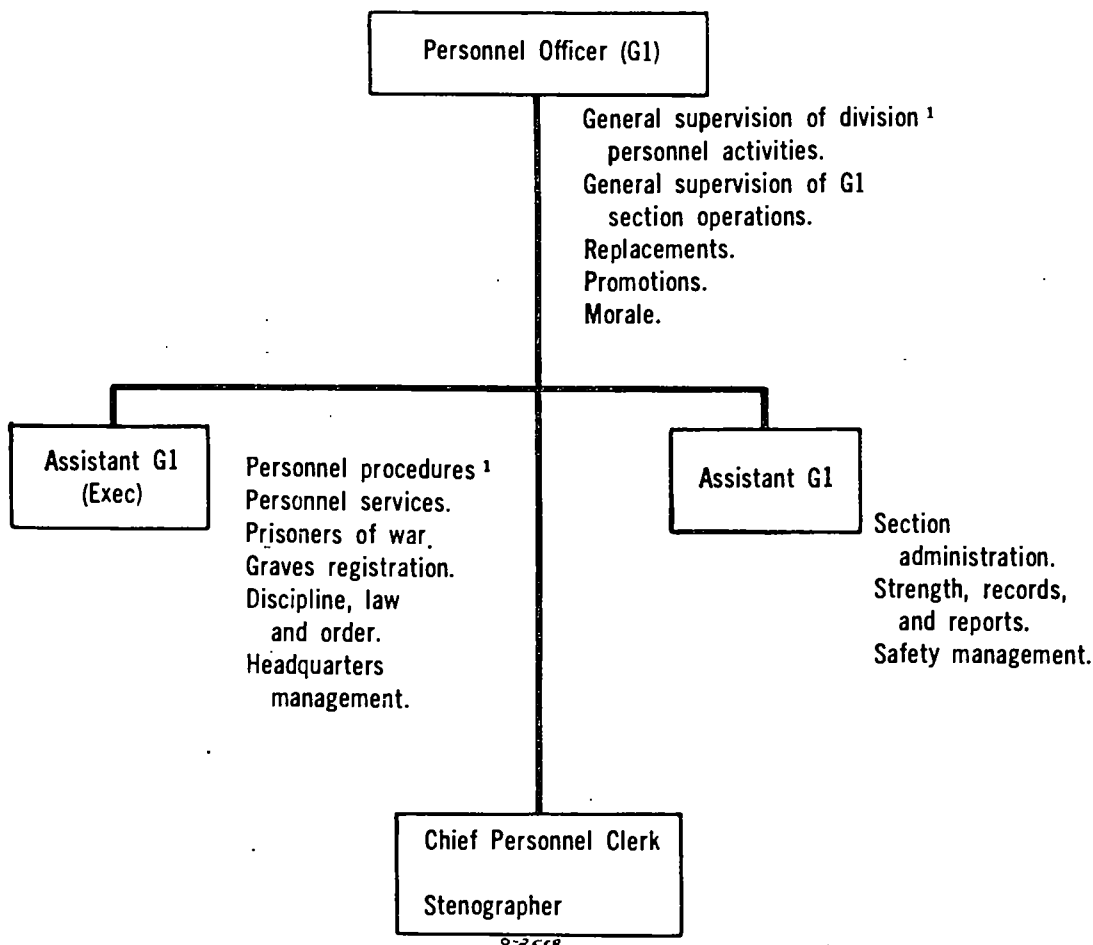
c. Corps G1 Section.

(1) A corps G1 has the same general functions as the division G1. The G1's responsibilities for personnel matters relative to attached corps troops and divisions generally include recommendation for allocation of replacements and supervision of other activities to insure compliance with established policies. The corps G1 must also provide assistance within his means to all units concerning their personnel problems and he must present their requirements to army.

(2) There is no prescribed internal organization for a corps G1 section. A typical organization of a corps G1 section is shown in figure 33.

(3) A corps operating independently has responsibilities paralleling those of an army. An augmentation of the corps personnel section is usually required.

d. Field Army G1 Section. The field army G1 has the same responsibility for field army troops that the corps and division G1 have for their organic and assigned troops. In addition, he formulates policies for army-wide application. The G1 deals directly with the division G1 on individual replacements because divisions submit requisition direct to field army headquarters with an information copy to corps.

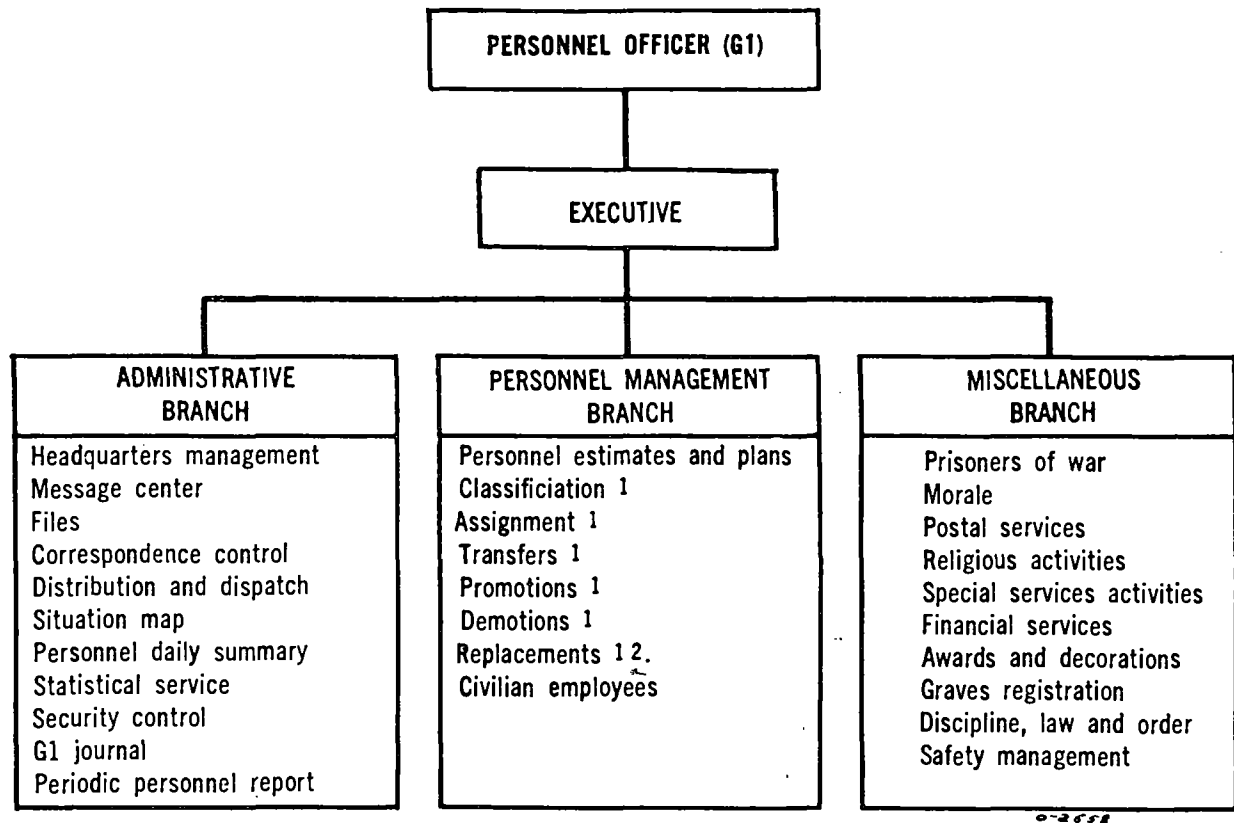
Suggested duty teams²

- Team 1: Asst G1(Exec), Stenographer
Team 2: Asst G1, Chief Personnel Clerk

¹ At division level, the G1 and assistant G1s supervise the details of all G1 activities. A general breakdown of responsibilities might be made as shown.

² For 24-hour operation. (If G1 is required to furnish a representative to the DLCC (DLOC), it could well be the asst G1.)

Figure 32. G1 section, division headquarters.



¹ Handles these matters for organic personnel.

² Recommends allocation and priorities for all replacements.

Figure 33. G1 section, corps headquarters.

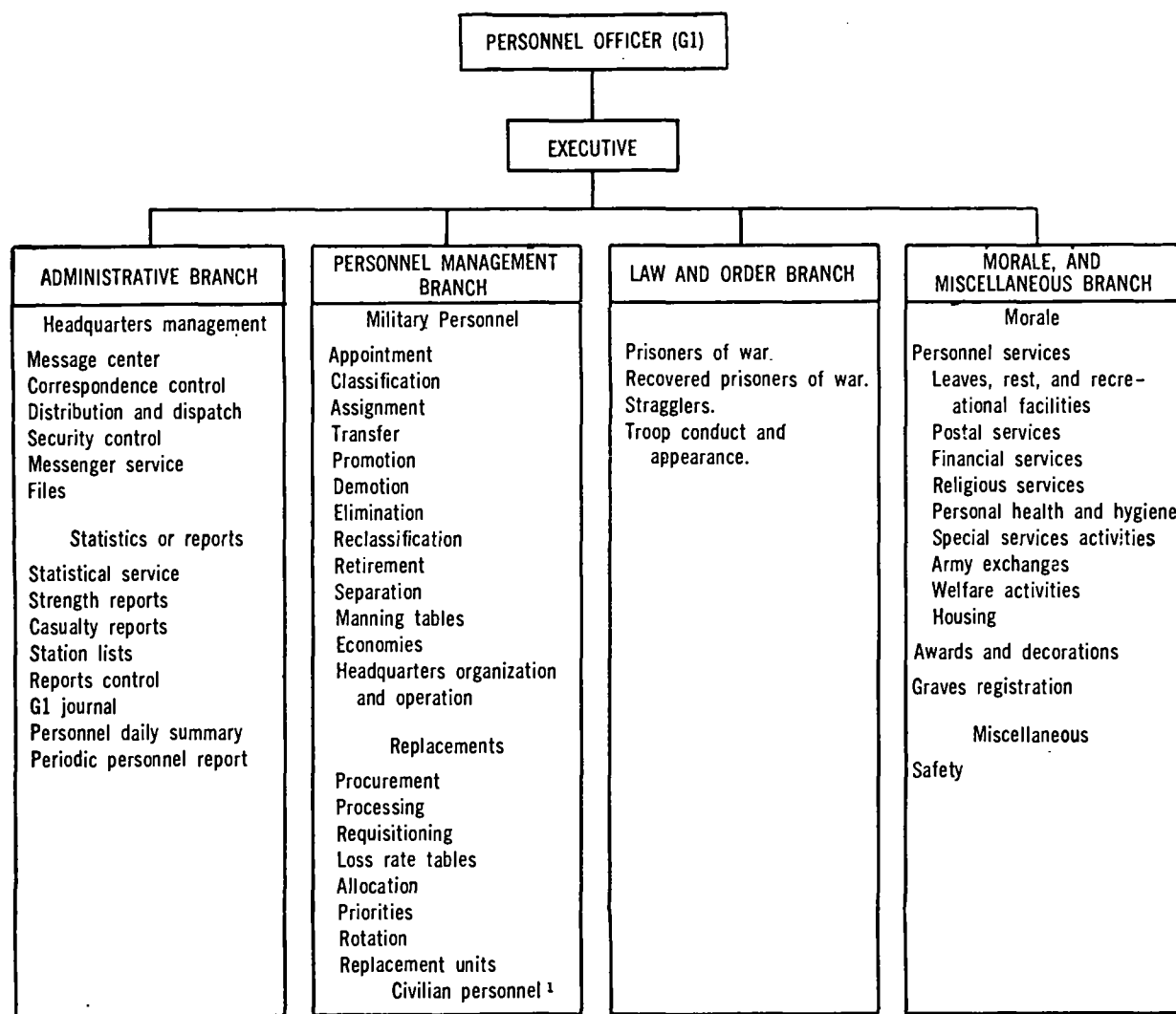
The areas involved and number of individuals, scope, and multiplicity of problems with which field army G1 is concerned far exceed those of corps and division. A typical organization of a field army G1 section is shown in figure 34.

e. Army Group G1 Section. The composition of an army group has a direct influence upon the organization and function of its G1 section. Two basic types are the combined command and the unination command.

(1) In the combined command, which involves one or more armies of each of two or more allied nations, many personnel matters are handled directly between the allied component and its national government. In general, the G1 section of army group headquarters handles only those personnel matters which have equal effect on armies of two or more nations, or upon which the army group commander must

take positive action because they affect his tactical decision. Such a command requires that its G1 section be organized primarily for liaison and composed of personnel representing all the nations involved. If more than one army of any nation is involved, allocations of personnel between those armies must be a function of the army group G1 section (fig. 35).

(2) In a unination command, the G1 section must handle all appropriate matters pertinent to the commander's administrative responsibilities. Although army group normally does not operate administrative installations, it does recommend the allocation of replacements to its major subordinate commands; submit forecasts of personnel requirements for support of future plans to theater army; and estimate overall administrative requirements and make recommendations to theater army for allocation



¹ See figure 32 for a detailed list of functions pertaining to civilian personnel.

Figure 34. G1 section, field army headquarters.

of appropriate means. Organization of G1 section, army group, and single nation command is similar to that of the G1 section of corps.

f. Theater Army Logistical Command Personnel Division. A typical organization of a personnel division, theater army logistical command is shown in figure 36.

g. Theater Army Air Defense Command, G1 Section. As a major subordinate operating command of theater army, the theater army air defense command has the same personnel function as a field army. With appropriate modifications, the type organization of a G1 section shown for the field army is applicable for this command.

h. Theater Army Civil Affairs Command, Personnel Section. As a major subordinate operating command of theater army, the theater army civil affairs command has the same personnel functions as a field army.

i. Theater Army Replacement and Training Command (TARTC) G1 Section. This command is the operating agency of theater army for matters pertaining to individual and unit replacements. It controls subordinate replacement units located throughout the CommZ and some which may be located in the combat zone. As a separate major command of theater army, it has a G1 section similar to field armies and other commands for supervision of personnel

matters which concern their own units. This section also concerns itself with aspects of personnel replacement operations that affect individuals and units moving in the replacement stream in terms of development and maintenance of morale, discipline, law and order, and personnel management matters. It does not enter into the accounting, maintenance of records, allocation, use or movement of individuals or units designated as replacements. These functions are the normal responsibilities of a replacement operations section or other major subdivision of the TARTC staff.

j. *Theater Army Headquarters, Personnel Division.* This headquarters organizes and controls the operation of the necessary services for support of all U.S. Army forces in the theater. This involves long-range personnel planning, estimates of personnel requirements, and coordination with subordinate and higher headquarters. The operational control of replacement activities is decentralized to the theater army replacement and training command. The G1 division is organized similarly to the G1 section of field army with appropriate modification for wider scope and interest.

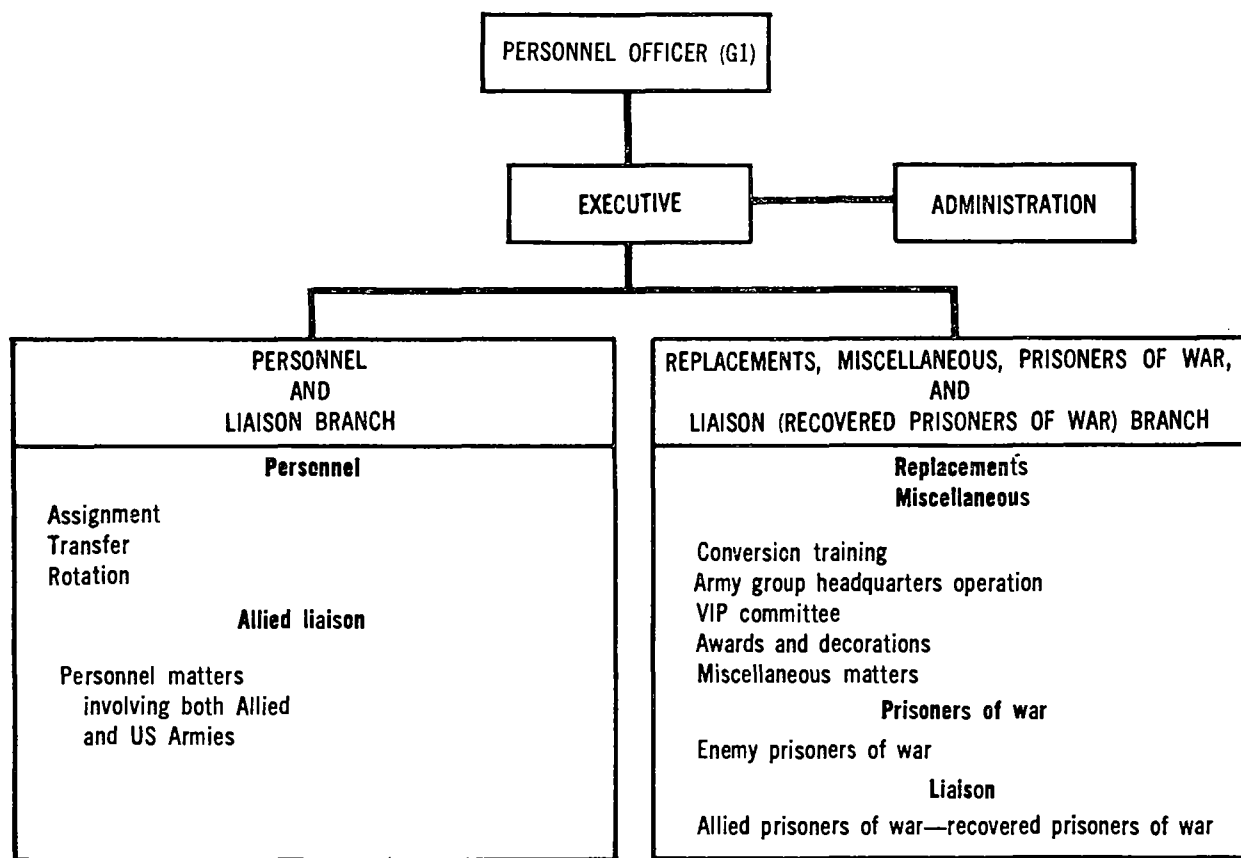
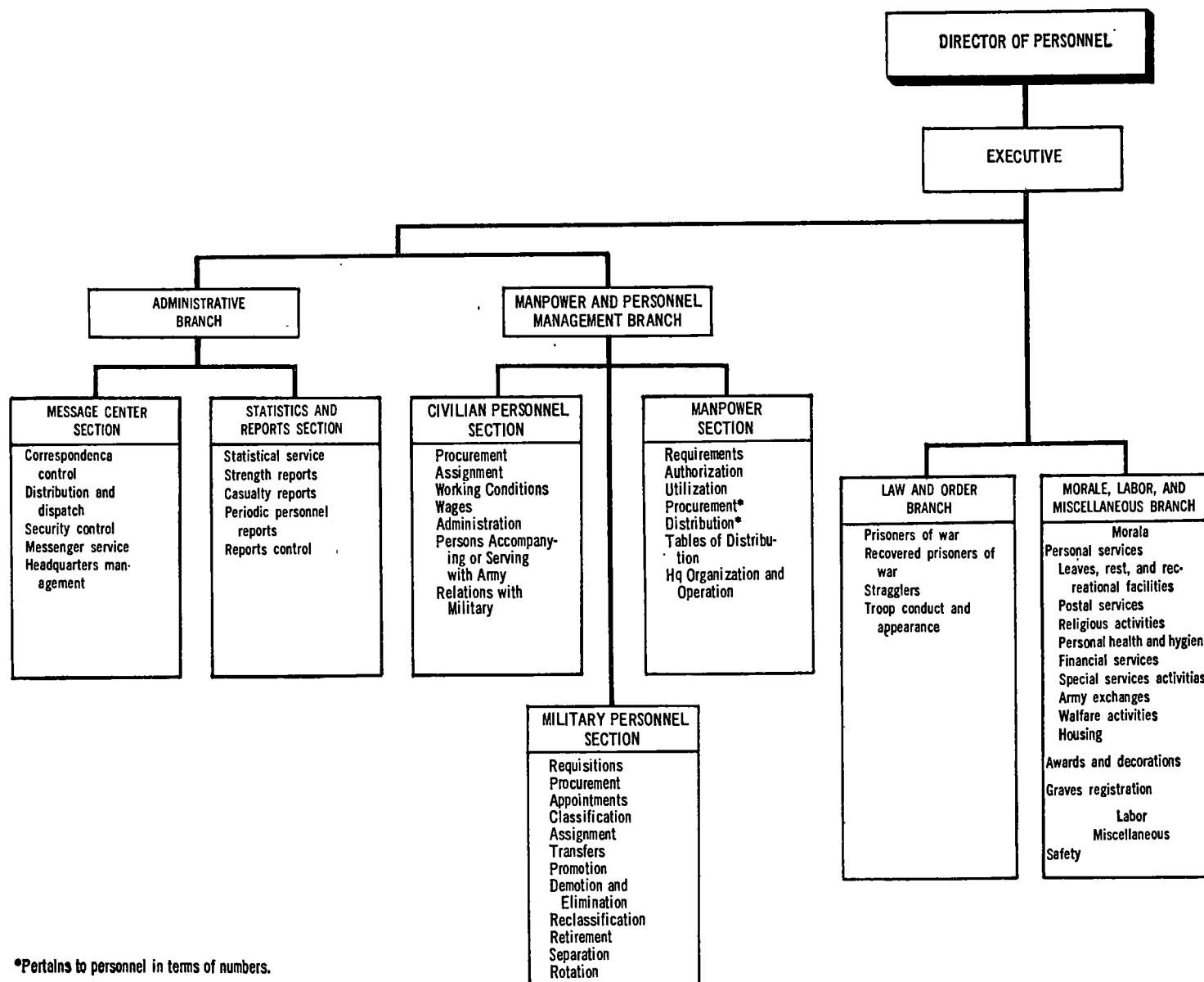


Figure 35. G1 section army group headquarters, combined command.



*Pertains to personnel in terms of numbers.

Figure 36. Personnel division, TALOG headquarters, (type C logistical command).

Section III. INTELLIGENCE

11. General

a. The intelligence officer is the principal staff assistant for all matters pertaining to information of the enemy and the area of operations that influence decisions on the use and support of maneuver forces, firepower, and the security of the command. This function is common to all types of commands. In administrative support commands he is primarily concerned with information and intelligence that influence the commander's decisions on providing support with minimum disruption from enemy action.

b. Intelligence and counterintelligence activities are an integral part of the operations of every Army unit and individual, and all staff officers have intelligence and counterintelligence responsibilities. Figure 18 shows major intelligence officer activities and the related responsibilities of other staff officers.

c. The intelligence officer is concerned with military intelligence, which includes both combat and strategic intelligence which are defined and discussed in FM 30-5.

d. Counterintelligence activities are designed to deny information to the enemy and so insure security of the command and to aid in achieving surprise. Denying information to the enemy decreases the enemy's ability to effectively use his combat power, particularly his nuclear fires. The intelligence officer plans counterintelligence operations in coordination with other staff sections to deny information to the enemy. The G2 also plans counterintelligence measures to detect disaffection, treason or sedition within the command, and to prevent enemy sabotage and subversion. Counterintelligence planning also supports tactical cover and deception, which are designed to deceive the enemy. Counterintelligence planning is continuous and concurrent with operational planning.

12. The Intelligence Cycle

(fig. 37)

a. In the performance of his functions, the intelligence officer follows a cycle which is a logical process of:

- (1) Collection of information.
- (2) Processing of the collected information.

(3) Dissemination and use of the resulting intelligence.

(4) Planning the collection effort and orders.

b. All these activities are concurrent. While new information is being collected, other information is being processed, and intelligence is being used.

13. Collection of Information

a. The intelligence officer supervises and coordinates the collection activities of the command. Proper supervision and coordination of collection activities improves the quantity and quality of the resultant available information and intelligence.

b. The intelligence officer, by visits and reports, keeps informed on the plans of subordinate collecting agencies to implement specific collection orders and requests. He recommends only the minimum necessary restrictions on collection agencies, and makes required adjustments. For example, units may be required to change locations of ground-based surveillance radars to ensure adequate coverage with required overlap.

c. The intelligence officer insures that collection activities affecting the interests of other staff officers and units are coordinated with them. To permit this coordination, subordinate collection agencies may be required to submit their plans for specified collection activities to the intelligence officer.

d. He checks to insure that the administrative activities in the handling of certain sources such as prisoners of war and refugees do not interfere with the collection of information from these sources. Because collection activities often depend upon effective administrative support, the intelligence officer effects the staff coordination necessary to permit proper administrative support.

14. Processing of Information

a. The intelligence officer processes information into intelligence through recording, evaluation, and interpretation.

(1) Recording consists of reducing the information to a written graphical or machine

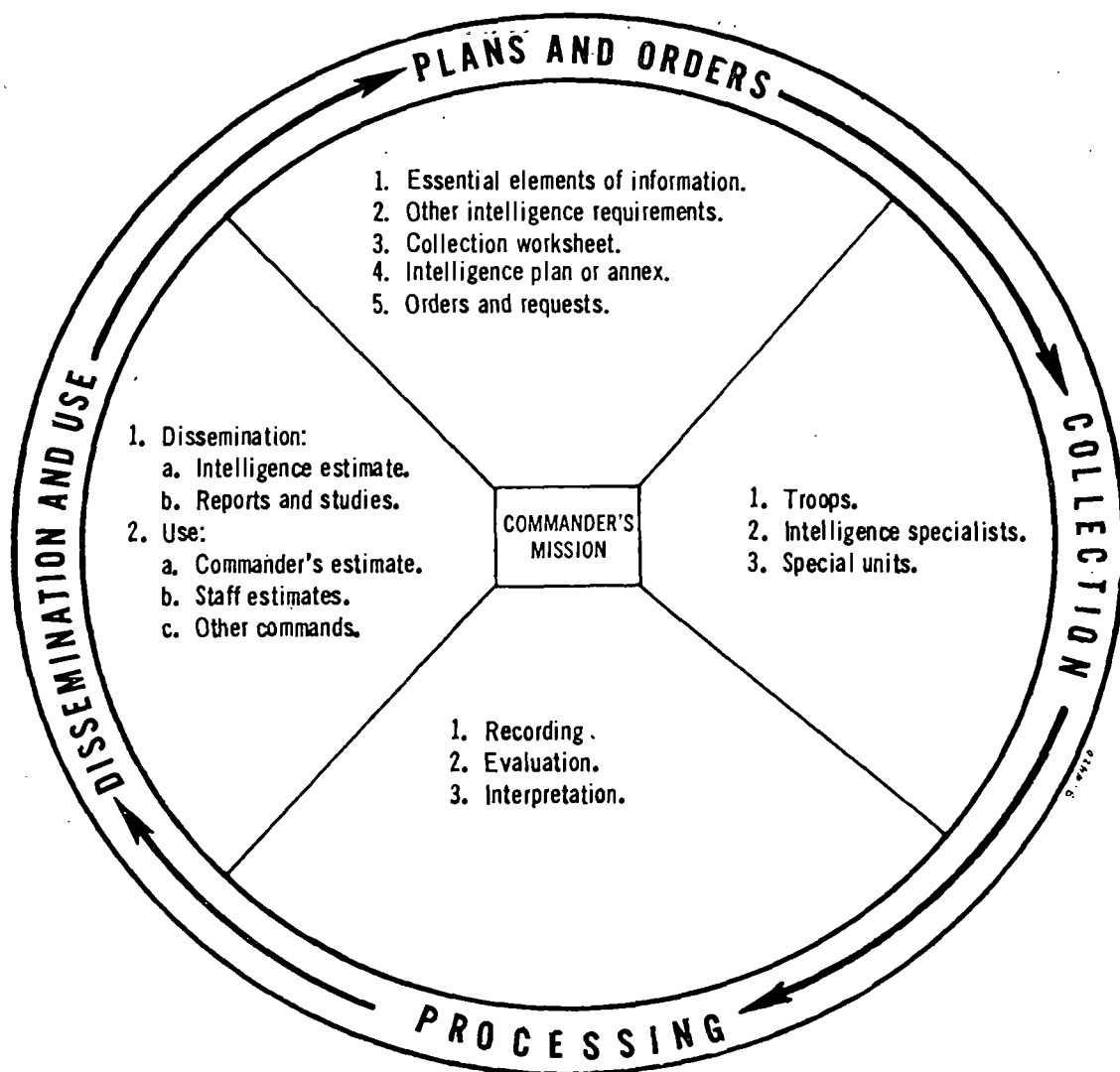


Figure 37. Intelligence cycle.

record form and grouping it with related items to make study and comparison easier.

(2) Evaluation is the examination of the information to determine its pertinency, the reliability of the source and collecting agency, and the accuracy of the information.

(3) Interpretation is the analysis of the information and its integration with other information to form conclusions as to its probable meaning in the light of what was previously known and the mission of the command.

b. The sequence an intelligence officer follows in processing an item of information depends on its nature and content. Processing techniques should permit rapid and timely dissemination of accurate and complete intel-

ligence. Recording may occur simultaneously with or after evaluation and interpretation, but it must not slow down dissemination of information or intelligence. Urgently required information is sometimes relayed to higher, lower, and adjacent headquarters before processing. At higher echelons, analysis and integration, as part of interpretation, often become detailed research operations, increasing in difficulty as the volume of information increases. Conversely, interpretation may become easier, because of the greater knowledge of the enemy situation over a large area.

c. Incomplete or unconfirmed items of information are evaluated and interpreted. Intelligence derived from incomplete or uncon-

firmed information may at times be essential to arrive at decisions. Time is not always available to collect additional or confirming information.

15. Dissemination

a. The best information and intelligence are worthless unless they reach those who need them in time to be of use. In disseminating information and intelligence, the intelligence officer considers time, detail, and pertinency. Normally, dissemination to lower echelons poses the most difficult problem. The situation changes more rapidly at lower echelons, but the consequent requirement for timeliness is opposed by the requirement for greater detail. Division and lower headquarters intelligence sections do not have sufficient personnel to separate the relevant from the irrelevant if the volume of incoming intelligence is too great.

b. The intelligence officer selects the means of dissemination appropriate to the timeliness and importance of each item of intelligence. Dissemination to higher, lower, and adjacent units is usually by spot reports, special studies, periodic reports, and "as-required" reports.

(1) *Spot reports* (one-time reports) are used to disseminate items of information and intelligence urgently required by the user.

(2) *Specialized studies* are analyses of particular aspects of the area of operations and the enemy. Such studies are prepared as required and revised as necessary to keep them current. An example of such a study is the climatic study.

(3) *Periodic reports* are usually summaries of certain activities or compilations of data covering specified periods. Examples of periodic reports are intelligence summaries (ISUMs) and weather forecasts.

(4) *"As-required" reports* deal with special activities. Examples of as-required reports are prisoner of war interrogation reports and photo interpretation reports.

16. Use of Intelligence

Intelligence is used by—

a. The staff as a basis for its plans, estimates, and recommendations.

b. The commander to make decisions and to avoid surprise.

c. The G2 and his assistants for evaluating and interpreting other information.

17. Preparation of Plans and Orders

a. In directing intelligence operations, the intelligence officer determines enemy capabilities which can interfere with our operations and seeks out enemy vulnerabilities for exploitation. Knowledge of both is critical to the effective use of combat power. The intelligence officer plans the intelligence operations of the command to obtain sufficient detailed information and intelligence to meet the operational requirements.

b. Conditions in combat, particularly enemy dispositions and weather, are continually changing. Effective use of long-range weapons requires adequate and timely intelligence on areas, potential targets, and dispositions deep in the enemy rear area. The necessity for timeliness is present at every stage of the intelligence cycle. This is illustrated in the buildup and decline cycle of a target (fig. 38). Figure 38 shows the relative time for the buildup and decline of a target in comparison to the ideal time for acquiring it, processing the information (recording, evaluation, and interpretation), disseminating the intelligence and information, and using the intelligence. In this ideal situation, each phase of the intelligence cycle has been accomplished in time for target evaluation, target analysis, and the decision to fire before target density has declined to the point where the fires would be ineffective.

c. In preparing intelligence plans, orders, and requests, the intelligence officer is concerned with definite areas and priorities, and he integrates the efforts of all collecting agencies. He concentrates his efforts on the area of influence of the command. (The area of influence is that portion of the assigned zone or area of operations in which the commander can directly influence operations by using his combat power.) The collection effort, however, includes the commander's area of interest to the extent required to permit planning for the forward extension of the area of influence or for the displacement of potential targets to the area of influence. (The area of interest of a command is that area of concern to the commander including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current and planned operations. It includes areas occupied by enemy

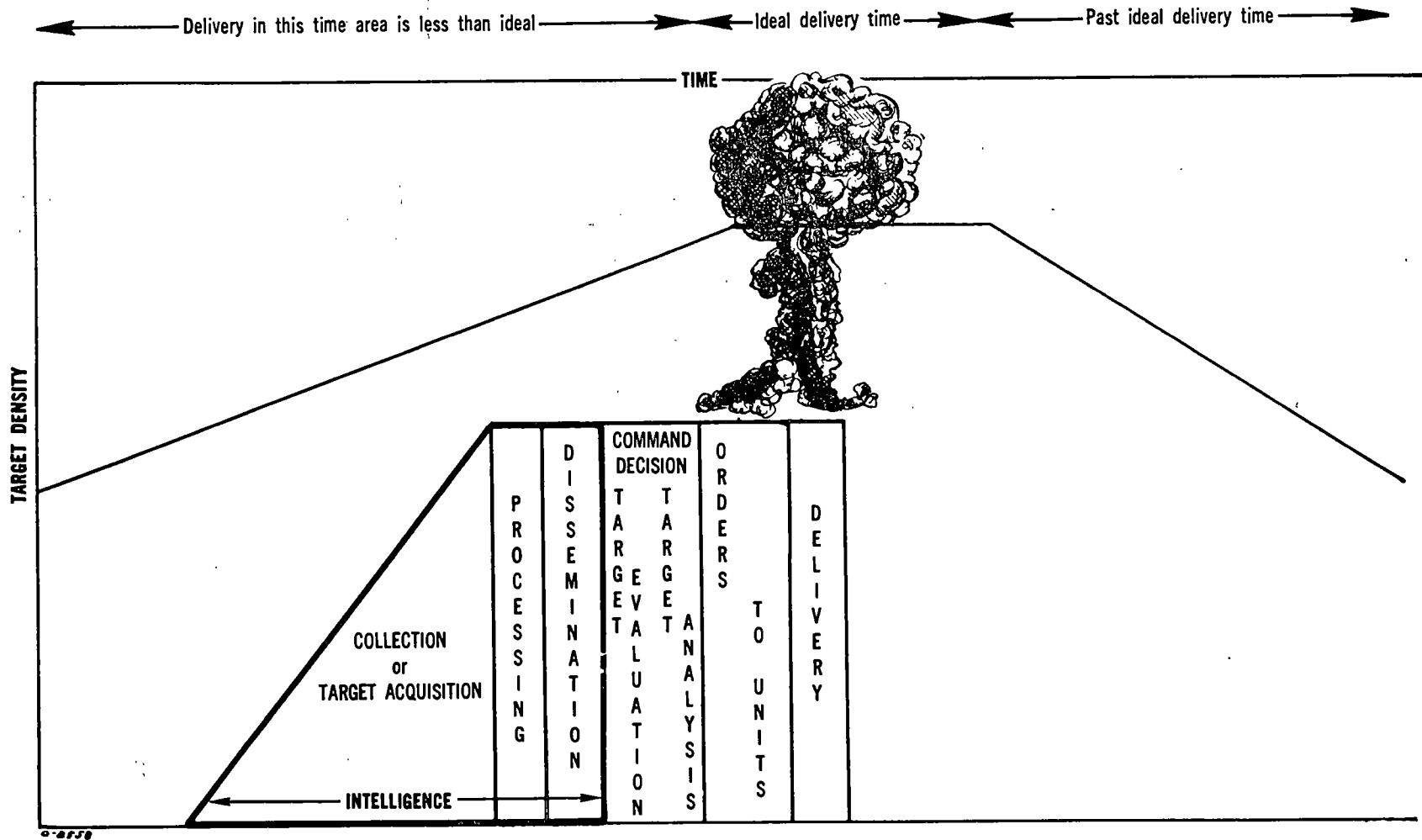


Figure 38. Buildup and decline cycle of a target.

forces which if employed in the area of influence could jeopardize the accomplishment of the mission. In those portions extending beyond the area of influence, the commander relies on higher, supporting, and adjacent commands in the conduct of operations. See fig. 39.) Normally most of the information of the area of interest of a command is furnished by the next higher headquarters. However, in a small theater of operations where the field army, corps or division is the major theater ground force the means must be provided for this force to acquire its own information in the area of interest. The intelligence officer concentrates on critical intelligence targets. He must avoid blanket coverage which will overtax his collection, means and efforts.

d. (1) Since the collection capability of any command is limited, the collection effort must be

directed toward definite important intelligence objectives to gain information by the time it is needed. The items of information or intelligence needed by the commander in order to make a sound decision and to formulate details of a plan of operation are the essential elements of information (EEI). EEI may or may not be established depending on the extent and accuracy of the available information and intelligence. The EEI are the highest priority tasks for the collection agencies of the command. After allocating available means to collect information required to satisfy the EEI, the intelligence officer uses the remaining means to collect information that will result in intelligence pertaining to the other enemy capabilities, vulnerabilities, and characteristics of the area that could also materially affect the accomplishment of the mission. In addition, much

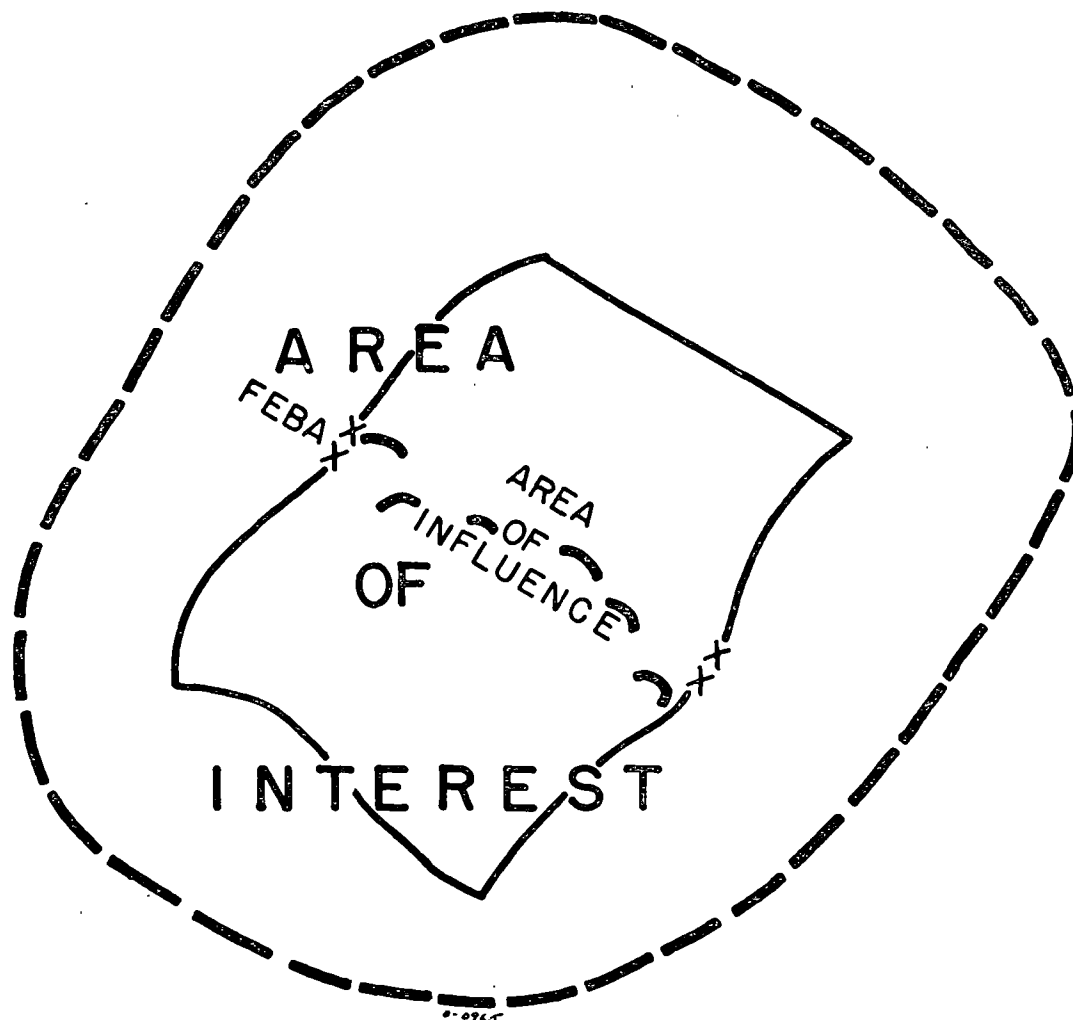


Figure 39. Representation of division areas of influence and interest.

information of the enemy and the area must be collected for the primary purpose of interpreting other collected information.

(2) In formulating EEI to be recommended to the commander, the intelligence officer consults with other staff officers, particularly the operations officer. EEI are announced either by the commander or by the intelligence officer in the name of the commander.

e. The intelligence officer maintains a written collection worksheet, and such air and ground reconnaissance, surveillance, and observation plans needed to supplement it, to insure complete integration of the efforts of all collection agencies. See FM 30-5 for details on preparing collection worksheets.

f. The intelligence officer prepares the intelligence annex to an operation order or plan as another means for transmitting intelligence orders, requests and instructions. The intelligence annex also disseminates intelligence and information. Form 16 illustrates the format for an intelligence annex. Example 42 illustrates a division intelligence annex. Example 43 illustrates a field army intelligence annex.

g. Knowledge of the capabilities and limitations of sources and agencies helps the intelligence officer to exploit every feasible means of obtaining pertinent information.

(1) Major sources of information for the intelligence officer include enemy activities, prisoners of war, local civilians and recovered military personnel, captured enemy documents and materiel, enemy communications and electromagnetic emissions, shell and missile fragments, contaminated areas, maps, photographs (ground and air), weather data, and studies prepared by higher, adjacent, and lower headquarters. The sources available are limited only by the initiative and imagination of the intelligence officer.

(2) Major collection agencies available to the intelligence officer include subordinate troop units, special staff sections, technical intelligence detachments, supporting USASA units, military intelligence organization specialists, the Tactical Air Force and air elements of other supporting forces, naval forces, electronic warfare units, clandestine agents, Army Special Forces, friendly guerrilla forces, and stay-behind units.

h. One of the major considerations of intelligence operations is finding targets for the firepower available to the command. Target acquisition involves the detection, identification, and location of a target in sufficient detail to permit target evaluation, target analysis, and the effective employment of weapons. All elements of the command capable of doing so, participate in target acquisition. Target acquisition results in information which is subjected to target analysis.

i. Target acquisition is a step leading to target analysis and target evaluation (fig. 38).

j. The intelligence officer coordinates the collection of all information on the enemy through such means as the collection worksheet, observation plans, air reconnaissance plans, surveillance plans, and patrol plans. He takes into account enemy doctrine, order of battle, weapons, practices, and enemy personalities in selecting areas where target acquisition efforts should be concentrated. The intelligence officer works closely with the operations officer to insure that target acquisition efforts are coordinated with proposed courses of action or the operations of the command and that troops are made available to collect information. Information used for target analysis also is used to determine enemy capabilities and vulnerabilities.

18. The Analysis of the Area of Operations

a. This is a study to determine the effects of the area of operations on the general courses of action that the enemy and friendly forces may adopt. The analysis is a basis for development of specific friendly courses of action and enemy capabilities in the operations estimate and the intelligence estimate. Significant facts about the area which may indicate feasible courses of action by either force are analyzed to determine those tactical and administrative aspects which influence the choice of a course of action. From the analyses of the military aspects, conclusions are drawn as to the effects of the area of operations on the selection of general courses of action by either force. The form for the analysis of the area of operations provides a basis for a logical and orderly examination of facts to arrive at conclusions. The essential criterion is to provide the commander

with the information and intelligence of the characteristics of the area he needs to arrive at decisions.

b. Where possible, an analysis is prepared before the mission is received. When the mission is received, the analysis is reevaluated. When the commander has reached a decision, an analysis of the area of operations may require revision in light of the course of action he adopts. As the operation progresses, the analysis may require revision by the uncovering of new areas, changes in mission, or receipt of additional or more accurate information. A written analysis of the area of operations normally is prepared at corps and higher headquarters in planning projected operations. In division headquarters, a written analysis of the area of operations normally is not prepared except for projected operations to be carried out at great distance, such as amphibious or airmobile operations.

c. In preparing an analysis of the area of operations, the intelligence officer is assisted by a number of other staff officers (fig. 18) and by analyses furnished by higher headquarters. These analyses by higher headquarters are valuable sources of information, although not directly applicable to the subordinate unit. National Intelligence Surveys (NIS) contain much basic information useful to an officer preparing an analysis. Considerations that may not have been important to the higher commander's mission may be important for the subordinate commander and vice versa.

d. Form 26 is a form for an analysis of the area of operations. Example 74 is a written analysis of the area of operations at corps level. See FM 30-5 for techniques and considerations in preparing analyses of areas of operation.

19. Weather and Climatic Studies and Summaries

a. A *Weather Summary* is a description of the weather which has occurred at a point, along a route, or within an area, during the past day, week, or other specified recent period. Weather summaries are useful in analyzing the effect of weather on recent operations and in predicting the effects of forecast weather on future operations. Weather summaries are essential to the preparation of engineer fore-

casts of stream flow, condition of ground, and trafficability.

b. A *Climatic Summary* gives statistical data on normal weather conditions, and variations from the normal, at a specified place during a specified period (month, season, or typical meteorological situation). Climatic summaries are compiled from historical records of weather observations over long periods. They do not forecast day-to-day weather conditions, but they do provide a basis for estimates and plans.

c. A *Climatic Study* is a statistical summary of pertinent weather data with an analysis and interpretation of their effect on military operations. Climatic studies for most of the strategic areas of the world are available in the National Intelligence Surveys (NIS). Detailed climatic studies for specific areas are prepared by Air Force Air Weather Service units.

20. The Intelligence Estimate

a. The intelligence estimate is a study of the area of operations and the enemy situation. In the estimate, the intelligence officer determines the—

- (1) Influence of the area of operations and the enemy situation on friendly courses of action.

- (2) Courses of action which the enemy can adopt and the one(s) he is most likely to adopt.

- (3) Enemy vulnerabilities that may influence the selection of friendly courses of action.

The study is oriented on the mission, assigned or assumed. The influence of the area of operations on the friendly general courses of action may be omitted if adequately covered in a current analysis of the area of operations. The significant facts about the area are analyzed to determine those which influence choice of friendly and enemy courses of action and the major activities required to support the courses of action. If available, the conclusions of a current analysis of the area of operations are used for this purpose. Following the discussion of the influence of the area of operations, the pertinent facts of the enemy situation are listed to provide an additional basis for developing and analyzing enemy capabilities. The enemy capabilities then are analyzed to draw conclusions on the enemy capabilities most

probable of adoption as courses of action, and the enemy vulnerabilities. The intelligence estimate concludes with unequivocal conclusions on the effects of the area of operations and the enemy situation on our course of action, if appropriate, the enemy's probable courses of action and relative probability of adoption, and the enemy's vulnerabilities. The essential criterion, as with the analysis of the area of operations, is to provide the commander with the information and intelligence of the area and the enemy he needs to arrive at decisions.

b. An intelligence estimate is prepared and kept current at all echelons of command. As the intelligence estimate is concerned with many variables, a change in any major factor requires a review of the entire estimate to determine the implications. A current intelligence estimate can be presented at any time since the estimating process is never ended.

c. In preparing an intelligence estimate, the intelligence officer makes realistic assumptions and deductions. These are based on a thorough knowledge of the enemy and careful study of the available information. Once assumptions and deductions have been made, action is taken to determine their accuracy. In estimating enemy capabilities and potential targets, the intelligence officer considers all available intelligence, including enemy doctrine, traits, and habits. If the available evidence is not sufficient to support a firm conclusion on the relative probability of adoption of enemy courses of action, the intelligence officer so states, but still gives his opinion as to the relative probability of adoption of enemy courses of action based on his general knowledge of the enemy and the available evidence. Failure to do so is abdication of his responsibilities.

d. Form 5 illustrates the form for an intelligence estimate. Example 6 illustrates a complete intelligence estimate at corps level. See FM 30-5 for techniques and considerations in preparing intelligence estimates.

21. Recurring Reports

a. Intelligence Summary (ISUM). The ISUM is a summary of current information and intelligence, including negative information if appropriate. Intelligence not required for operations is excluded. The ISUM guides

subordinate units in estimating the enemy situation. It summarizes for higher headquarters the significant information developed by subordinate units during the period and their intelligence conclusions at the end of the period. The ISUM normally is prepared at division and higher levels, although a division may require ISUMs from its subordinate units. ISUMs are disseminated to the next subordinate units, adjacent units, and the next higher headquarters. ISUMs cover the time intervals directed by the next higher commander. In active combat, ISUMs usually cover six hours, normally from midnight to 0600, 0600 to 1200, 1200 to 1800, and 1800 to midnight. The ISUM is disseminated by the quickest means, usually by tele typewriter. FM 30-5 describes a format for the ISUM and techniques of preparing it.

b. Periodic Intelligence Report (PERINTREP). The PERINTREP is one of the major routine means for disseminating current detailed information and intelligence. It includes a written summary of the enemy situation, operations, capabilities and vulnerabilities, and of characteristics of the area of operations. The PERINTREP also includes such items as order of battle, translations of captured documents, details of prisoners of war and the result of their interrogation, and counterintelligence. Where possible, the contents are presented on sketches, overlays, maps, and other detailed annexes. It does not contain details of friendly forces which may be of value to the enemy. The PERINTREP normally is prepared at corps and higher headquarters. The PERINTREP is disseminated to the staff, adjacent units, and to subordinate and higher headquarters at the next two higher and lower echelons. The time intervals covered by PERINTREPs are prescribed by the next higher headquarters and vary with the tempo of operations. In active combat a PERINTREP normally is published every 24 hours. The PERINTREP is disseminated by the most suitable means considering its volume and urgency, usually by liaison officers or messengers. Form 20 illustrates the format of the PERINTREP. Example 69 illustrates a PERINTREP at corps level.

c. Weekly Intelligence Summary. A field army also may issue a weekly intelligence summary which follows the format of a PERINT-

REP. The weekly summary emphasizes the intelligence highlights of the week. It emphasizes trends that are useful in planning future operations and in processing current information.

d. Weather Forecasts. The accuracy of a forecast depends upon many factors including length of the period, amount and reliability of weather data, location of the area, terrain, season, detail required, and experience of the forecaster. When weather observations are few and the meteorological situation is complex, a forecast of conditions two or three hours ahead may be inaccurate. When reports are complete and the meteorological situation is relatively simple, conditions may be forecast with reasonable accuracy for as much as three to five days. Weather forecasts contain information that rapidly loses value, consequently, they are disseminated by electrical or other rapid means. The forecasts are classified according to the length of the forecast period or the specialized use of the forecast (FM 30-5).

(1) *Long-period forecasts* cover from five days to several weeks in advance, and are based largely on climatic data. They predict future weather in general terms, and state expected departures from normal conditions and expected times of significant changes. These forecasts are normally useful only for preliminary planning.

(2) *Extended-period forecasts* cover three to five days in advance and are more accurate than long-period forecasts. Extended-period forecasts are known as "three-day" or "five-day" forecasts.

(3) *Short-period forecasts* describe in detail the weather expected in the immediate future, up to the next 48 hours, and are more accurate than long-period forecasts. The accuracy decreases as the period increases. Short-period forecasts also are referred to by the period covered; for example, "12-hour," "24-hour," or "48-hour" forecasts.

(4) *Special purpose forecasts* include forecasts for use of nuclear weapons, 12-hour aviation flight forecasts, route and terminal forecasts for individual army aviation flights, radiological forecasts, micro-meteorological forecasts for employment of toxic chemicals and biological agents, and rainfall forecasts.

22. Maps and Air Photos

a. A unit is provided with maps to cover at least its area of influence. The bulk of maps needed to cover a large area makes it impracticable to supply a unit with all maps necessary for a prolonged mobile operation. See figure 17 for detailed responsibilities of the intelligence officer in connection with maps.

b. There are four general types of aerial photographic coverage: basic cover, tactical cover, special cover, and mapping cover. See FM 30-5 for details of each type of cover, and FM 101-10 for unit allocations of basic and tactical cover photos.

23. Counterintelligence

a. In planning counterintelligence measures, the intelligence officer is concerned with the security of the command.

(1) Counterintelligence planning is based on enemy capabilities for obtaining information of our activities. The intelligence officer recommends appropriate countermeasures to prevent the enemy from learning of those friendly activities that disclose the intentions of the command or which, if disrupted, will imperil the accomplishment of the mission. Typical of such measures are limitations on certain means of communication, limitation of access to sensitive installations, special security measures, camouflage, and restrictions on movements of civilians and elements of our forces. To develop appropriate counterintelligence measures, the intelligence officer prepares a counterintelligence estimate of enemy intelligence, sabotage, espionage, and subversive capabilities and their effect on the mission of the command. The intelligence officer coordinates with other staff officers to determine the activities which require counterintelligence support. The counterintelligence estimate assists in planning measures to destroy or neutralize the effectiveness of these enemy capabilities. In devising counterintelligence measures, the intelligence officer coordinates with the rest of the staff to insure that the proposed counterintelligence measures do not unnecessarily hamper other operational or administrative support activities. To aid in developing appropriate measures, a counterintelligence measures worksheet is prepared. This worksheet is used to

prepare specific orders to subordinate units or requests to higher units to implement countermeasures.

(2) Counterintelligence measures applicable to routine activities are incorporated into the unit SOP. Typical of such measures are standard routines for handling classified material, signs and countersigns, emergency plans for destruction of classified material and cryptographic devices, and security of nuclear delivery systems and installations. Such measures are checked at irregular intervals by security inspections to insure they are implemented and adequate.

b. The G2 of the field army places major emphasis in counterintelligence planning and operations on military security, denying information to the enemy, and protecting critical installations. The intelligence officers of commands with large territorial responsibilities and with responsibility for control of large numbers of civilians usually are concerned with measures pertaining to civil security and censorship. Air terminal and port, travel and frontier security are of great importance to the field army and communications zone. Dispersion on the nuclear battlefield and improved surveillance devices dictate thorough counterintelligence measures in every aspect of combat and administrative support activities.

c. At division, the G2 is assisted in planning and supervising counterintelligence measures by the senior security officer of the assigned or attached military intelligence element. See FM 30-5 for detailed discussion of counterintelligence measures and operation.

24. Intelligence Training

Since all military personnel have intelligence responsibilities, instruction in intelligence and counterintelligence is given to all. Personnel assigned to intelligence duties are given additional instruction appropriate to their assignments. The intelligence officer is responsible for planning and supervising the training of his own section, and, in coordination with the operations and training officer, he supervises intelligence training within the entire command. He prepares the intelligence training program, conducts intelligence schools, makes staff visits, supervises intelligence training, conducts tests, and assists lower units in obtain-

ing training aids and qualified instructors. Figure 17 illustrates staff responsibilities in connection with intelligence training. See FM 30-5 for techniques used in intelligence training.

25. Staff Section Organization

a. General. The organization of the intelligence section in a headquarters depends on the mission of the command, the scope of intelligence activities, the available personnel, and the preferences of the intelligence officer and the commander. The scope of the activities ordinarily dictates a functional organization with specific responsibilities charged to major subdivisions. In army group and lower headquarters, major subdivisions of the intelligence section usually are called branches. In theater army and communications zone headquarters, intelligence staff personnel may be organized as an intelligence division with major subdivisions being called branches. Any intelligence staff organization in a theater of operation must provide for continuous 24-hour operation, flexibility to meet peak work loads, and ability to displace without disruption of operations.

b. The intelligence branches normal to intelligence sections at division, corps, and field army are *operations*, *G2 air*, *counterintelligence*, and *administrative*. Other branches are added as required.

c. Division G2 Section. Figure 40 illustrates a typical division intelligence section.

See figure 40 at back of book.

d. Corps G2 Section. The organization of a corps G2 section is generally the same as in the division except as modified by the increased scope of activities. The corps counterintelligence branch is staffed with organic personnel. The corps military intelligence detachment also includes a technical intelligence coordinator section, in addition to the technical intelligence detachment in the corps troop list. Corps is the lowest echelon normally having technical intelligence personnel.

e. Field Army G2 Section. The field army G2 section is basically the same as that at corps and division. Because of the wider scope of activities at army level, certain responsibilities and functions are increased or added. At field army level, the G2's effort is focused on a period significantly greater than at lower echelons.

Counterintelligence is emphasized to a greater degree because of broader territorial and administrative responsibilities. Target information deep in the enemy's rear is sought for the long range missiles controlled at army level. The field army is normally the lowest echelon at which clandestine operations are planned and executed. Other field army intelligence responsibilities include production of strategic intelligence and operational intelligence pertaining to enemy air and missile capabilities.

See figure 41 at back of book.

f. Army Group G2 Section. The army group G2 section generally parallels the corps and army G2 section in organization. However, variations in strengths of individual branches result from the army group delegation of territorial responsibilities and control of clandestine operations to the field armies, and from the fact that army group interrogates few prisoners of war. The organization of an army group includes special staff security measures when the headquarters is either of a joint or combined type involving forces of other nations.

g. Theater Army Logistical Command Security Division. The staff responsibility for intelligence at the theater army logistical command headquarters is combined with the staff functions for rear area security and area damage control under a director of security. The organization of the director of security division reflects the various intelligence functions stemming from the administrative support and territorial responsibilities of the command. In logistical command headquarters, types A and B, the staff responsibility for the intelligence functions, as well as for rear area security and area damage control, is further combined with the staff responsibility for plans and operations under a director of security, plans, and operations. The staff intelligence responsibilities of the director of security, plans, and operations, are the same as for the director of security of the theater army logistical command except for the reduced scope of activities reflecting the smaller force supported and the smaller area of responsibility.

h. Theater Army G2 Division. The organization of a theater army G2 division reflects the usual theater army mission of coordination and supervision of operational, administrative, and territorial responsibilities which have been

delegated to subordinate elements. The theater army intelligence organization provides a grouping which permits ready coordination with theater headquarters and also provides for planning, coordinating, and supervising the intelligence and counterintelligence operations of subordinate commands.

See figure 44 at back of book.

i. Intelligence Specialists.

(1) Few intelligence specialists are organic to tactical units. The intelligence staff at divisions, logistical commands, and higher headquarters is augmented with intelligence specialists for operations. Centrally trained military intelligence units and teams are assigned to a theater army military intelligence group, and are further attached or assigned to subordinate units as necessary. The field army is normally supported by an assigned military intelligence battalion and an assigned air reconnaissance support battalion.

(2) The military intelligence battalion, field army, assists the field army G2 in intelligence and counterintelligence operations and furnishes detachments to support corps and divisions. Elements of the battalion headquarters and headquarters company are incorporated into the field army intelligence section. Other elements execute missions assigned by the field army G2 who may delegate to the battalion operational control of specified military intelligence units that operate at the field army level. When elements of the battalion are attached to subordinate units of the field army, the battalion retains administrative control of specified personnel actions, technical proficiency, training, technical support, and technical policy guidance.

(3) The corps and division military intelligence detachments of the military intelligence battalion, field army, provide the division and corps G2 with assistance in order of battle, prisoner of war interrogation, document translation, language interpretation, technical intelligence (corps only), counterintelligence, and photo interpretation. Personnel of these detachments perform nonspecialized intelligence staff functions in addition to their specialties. When the corps or division is transferred to another army, the military intelligence detachment remains with it.

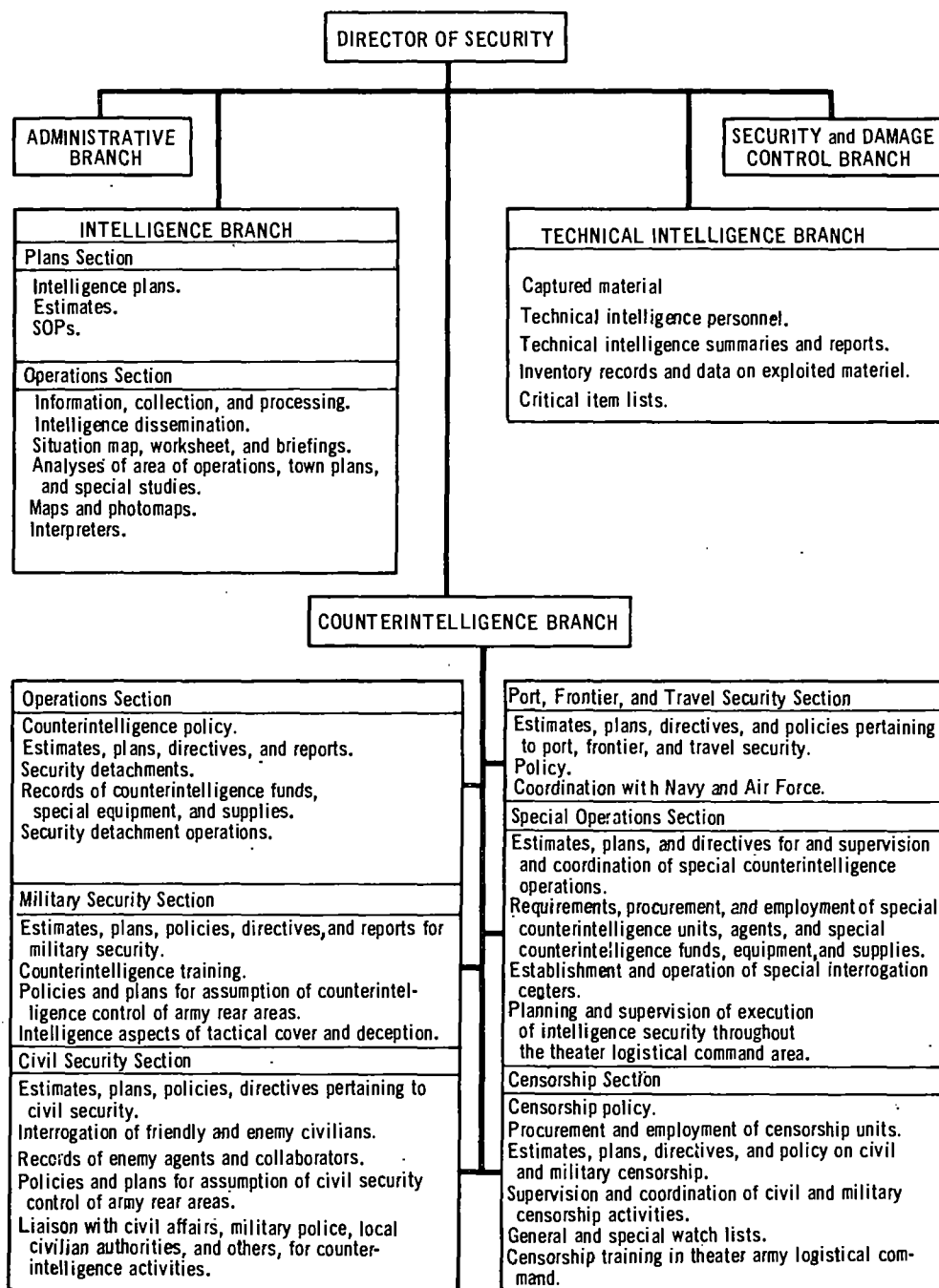
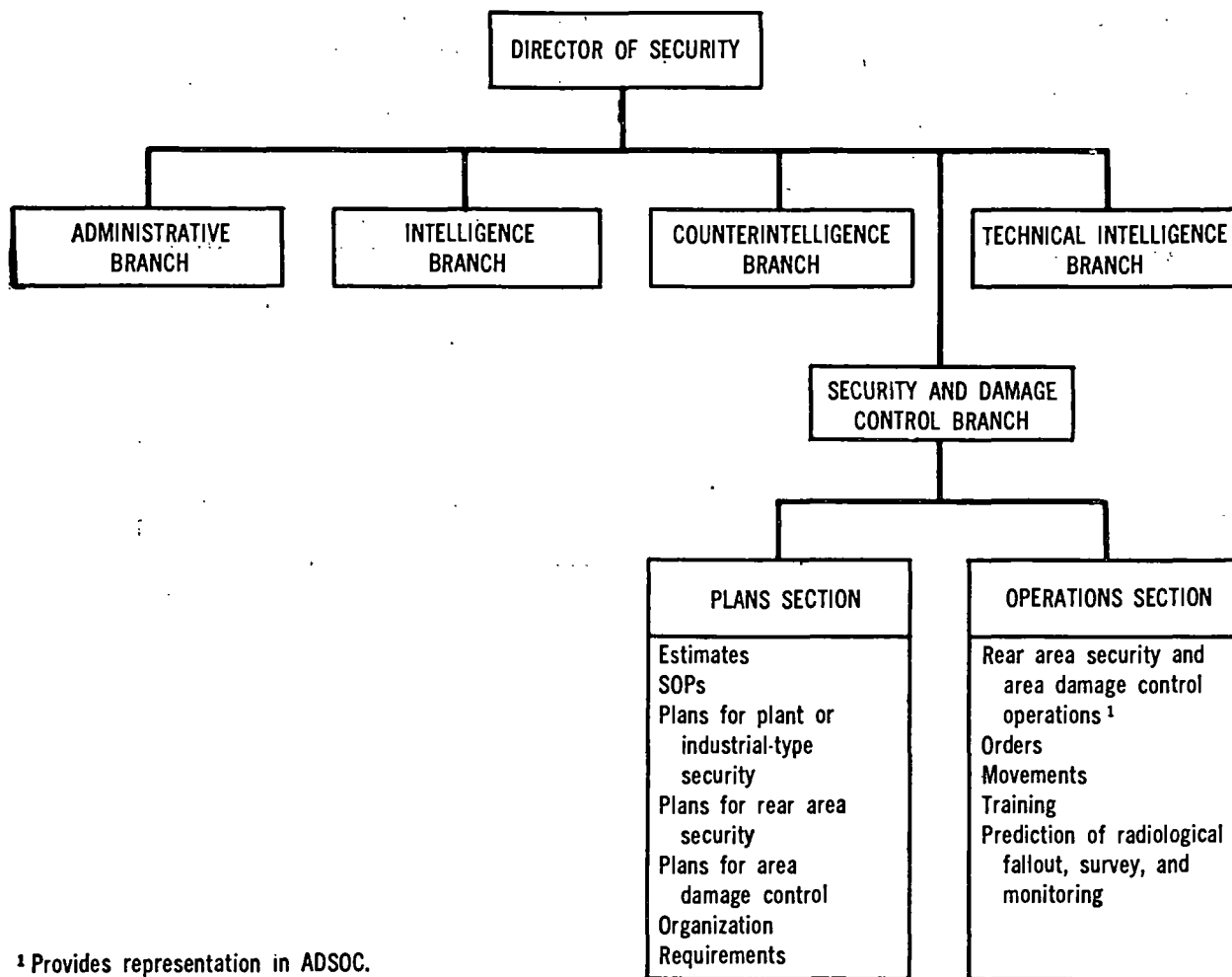


Figure 42. Intelligence branches, security division TALOG headquarters (type C, logistical command).



¹ Provides representation in ADSOC.

Figure 43. Security and damage control branch, security division TALOG headquarters (type C, logistical command).

Section IV. OPERATIONS

26. Organization

a. To prepare the overall plan for the activation of a unit, the operations officer analyzes the unit's mission, determines the tasks which must be accomplished, and recommends to the commander a plan which establishes task responsibilities and a schedule for their completion. The plan gives the details of unit organization, establishes priorities for the assignment of personnel and the allocation of weapons and equipment in short supply, and similar pertinent instructions. For a unit's inactivation, a similar type plan (actually in reverse) is prepared and coordinated. Much of

the detailed planning is done by other staff sections based on guidance furnished by the operations officer.

b. The operations officer requests and allocates attached and organic units and teams according to instructions and priorities established by the commander. He coordinates with other interested staff sections as necessary. He recommends organization for combat and changes thereto as appropriate during execution of the operation.

c. The operations officer is the principal action officer on organizational matters involving changes in TOE, T/E, and T/A.

27. Training

a. The training program is based on training directives from higher headquarters and the requirements of the command. It is tailored to the status of training and the needs of subordinate units, is flexible, and is designed to attain the optimum tactical proficiency. The following factors should be considered in preparing a training program:

- (1) Current strengths of units and plans for phasing in personnel.
- (2) Current status of training of units and individuals to include deficiencies revealed by inspections, reports, and training tests.
- (3) Training policies, programs, and directives of higher headquarters.
- (4) Commander's policies and instructions.
- (5) Available training time.
- (6) Training facilities and dates they become available. Availability dates often dictate the order in which training must be accomplished.
- (7) Training aid requirements.
- (8) Availability of equipment, supplies, and ammunition.
- (9) Local and other school requirements.
- (10) Instructor availability and capabilities.
- (11) Time required by subordinate units. Training directives must be published early to permit proper command and staff action at subordinate echelons before beginning training.
- (12) Availability of funds.

b. Based on these factors, the operations officer makes an estimate of the training situation. He determines the best training course of action to support the overall mission of the command (for example, if a division receives only 60 percent of its fillers, should fillers be assigned to all units and begin training or should selected units be filled to full strength and start their training while other units remain at cadre strength). The course of action selected must be consistent with the established policies and guidance of higher headquarters, and existing conditions and limiting factors. Resulting recommendations are presented to the commander for his approval. The commander's decision is the basis of the proposed training program. Assistance of other staff officers is essential in

developing and coordinating the proposed training program (fig. 18).

c. On approval of the proposed training program, the operations officer has the necessary directives and orders prepared, coordinated with interested staff agencies, and issued. Concurrently, training facilities, equipment, ammunition, and training aids are procured and allocated.

d. Implementation of the training program is supervised through command and staff visits, training inspections, and tests. Results produced by the program are evaluated. This evaluation, which is supervised by the operation officer, forms the basis for revising the program and for future training programs of the command, particularly to include the lessons learned. Other staff officers assist the operations officer in these command and staff visits, training inspections, and tests as appropriate.

28. Operations

a. The operations officer performs a continuous analysis of the tactical situation confronting the command to develop the facts and make his recommendations to the commander. He is prepared to present his operations estimate to the commander at all times. The operations officer follows the same procedure in making the operations estimate that the commander uses in making his estimate except that he makes "recommendations" rather than a decision.

b. The operations officer plans the implementation of the commander's operational decisions. He considers all aspects of the operations which may affect the accomplishment of the mission, plans tasks for each subordinate tactical unit, and publishes plans and orders.

c. For staff relationships in selected operations activities see figures 18 through 23.

29. Administrative Procedures

a. General. The operations officer plans, organizes, and administers his own section within the policies of, and the means allocated by, the commander.

b. Standing Operating Procedures (SOP). Normally, the operations officer's responsibility for the preparing and maintaining the unit SOP parallels his responsibility for operation orders. All the staff sections contribute to this SOP.

c. Reference Data. In many instances, the operations section uses information derived from the directives and policies of higher headquarters, technical and field manuals, physical data, and operational experience. This information frequently takes the form of statistical data. To simplify his work, the operations officer insures that these data are readily available. Examples of reference data which are useful to the operations officer are—

- (1) TOE.
 - (2) Characteristics of weapons and delivery systems.
 - (3) Characteristics of engineer stream crossing equipment.
 - (4) Basic and prescribed loads.
 - (5) Vehicle characteristics, particularly capacities.
 - (6) Unit vehicle strengths.
 - (7) Road space requirements.
 - (8) Time and space factors.
 - (9) Aircraft requirements for air transport.
 - (10) Major items of equipment of operational significance.
 - (11) Requirements for training facilities.
- d. Records and Reports.*

(1) The operations officer gathers facts to assist the commander in making decisions or evaluating results. Many of these facts are obtained through reports from subordinate units. These reports must be limited to those required to meet the demands of the commander.

(2) The principal operations records and reports are—

- (a) Journal.
- (b) Worksheet.
- (c) Situation map.
- (d) Troop list.
- (e) Situation reports.
- (f) Command report.
- (g) Training status reports.

(3) Army regulations and form 24, appendix VI, this manual, prescribe the form for the command report.

(4) See appendix VI for examples of operational reports.

30. Staff Section Organization

a. The organization of an operations section varies with type of command because of the differences in scope of activities and the emphasis

placed on each activity. Other factors which have an influence are the mission; local operating conditions; the availability, experience, and training of section personnel; and the personality of the commander. Appropriate TOEs and tables of distribution (T/D) authorize officer and enlisted personnel to accomplish operations functions. However, the organization and the assignment of officer and enlisted personnel to the operations section are prerogatives of the commander, based on the recommendations and requests of the operations officer. As the activity of the unit progresses from organization to training and then to operations, the workload within the section is correspondingly modified and the organization of the section may be changed accordingly. Simplicity and flexibility must be developed so that peakloads in any activity may be handled expeditiously. In combat, the section works around the clock and must be organized to do so. To provide flexibility, personnel must be trained and qualified to perform the duties assigned to more than one subdivision of the section. Officers assigned to the operations section should include qualified nuclear weapons employment officers. When a separate G5 is not authorized, the civil affairs functions can be executed by the G3 section.

b. Division G3 Section.

(1) The differences in the three principal fields of G3 interest (organization, training, operations) usually permit the emphasis and much of the activity of the section to be focused on one field of primary interest at any given time. Supervision of specific activities is delegated by designating officers (plans officer, psychological warfare officer, and tactical cover and deception officer) in addition to their routine duties in the G3 section. Additional personnel may be assigned from other sources within the division when the commander considers this necessary.

(2) The G3's functions in the armored and airborne divisions are basically the same as those in the infantry division. Emphasis on some of the problems varies as the result of differences in the characteristics and capabilities of the three types of divisions. For example, the airborne division G3 must consider specialized training and the peculiar problems related to airborne planning such as marshall-

ing, air movement, regaining control after landing and link-up coordination. Figure 45 illustrates a type division G3 section.

c. Corps G3 Section. At corps, the G3 section (fig. 46) is normally organized into four branches which perform these functions:

(1) *Administrative branch*—

(a) Operates the G3 message center.

(b) Maintains G3 files and the G3 journal.

(c) Publishes and distributes directives for which G3 is responsible.

(d) Prepares section personnel reports and duty and staff visit roster.

(e) Establishes TOP SECRET control for G3 section.

(2) *Operations branch*—see figure 46.

(3) *Plans branch*—prepares long-range estimates and plans for future corps missions.

(4) *G3 air branch*—coordinates the use of offensive air support in support of ground operations.

d. Field Army G3 Section.

(1) The functions of the G3 section at field army are the same as those at corps and division but differ in scope and complexity. Particular stress must be placed on planning by

the field army G3. Whereas the corps G3 may plan one operation in advance, the field army G3, plans two and even three operations in advance in addition to conducting the current operation. Although G3s at corps and division are concerned with the allocation of units to their respective headquarters and to subordinate headquarters, allocation of means for each operation by the field army G3 is a considerably larger task. The problem of coordinating the air and ground effort contributes to the magnitude of the job of the field army operations officers.

(2) A typical organization of a field army G3 section is shown in figure 47. Note that this typical organization has a combined plans and operations branch and separate branches for training and troop basis organization; whereas the typical corps G3 section (fig. 46) includes organization and training in the operations branch and has a separate plans branch. As previously pointed out, the G3 section at any level must be organized in consonance with the mission to be accomplished; therefore, the army G3 section may well have a separate plans branch and include training and organization functions in the operations branch.

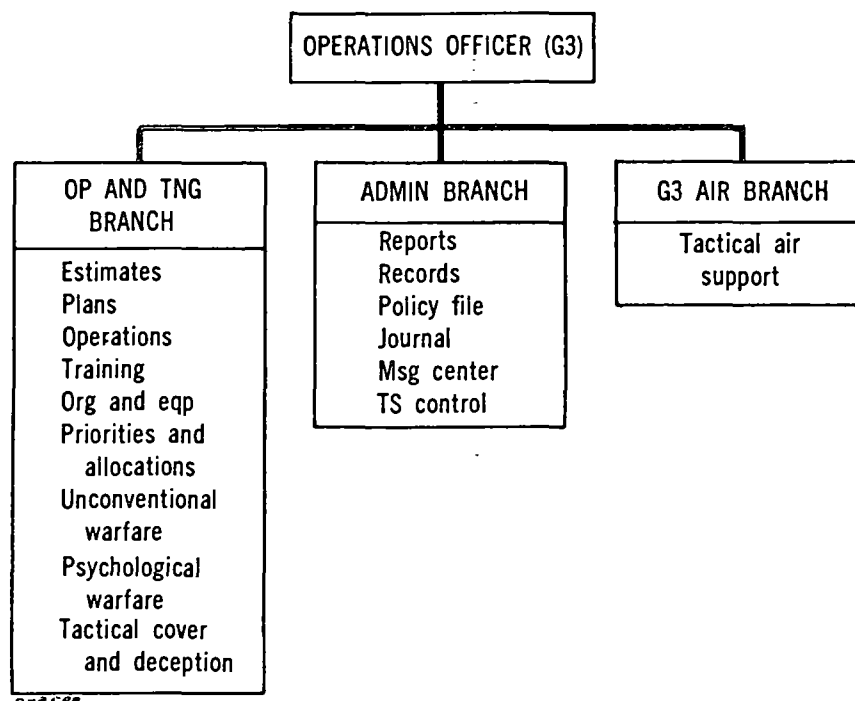


Figure 45. G3 section, division headquarters.

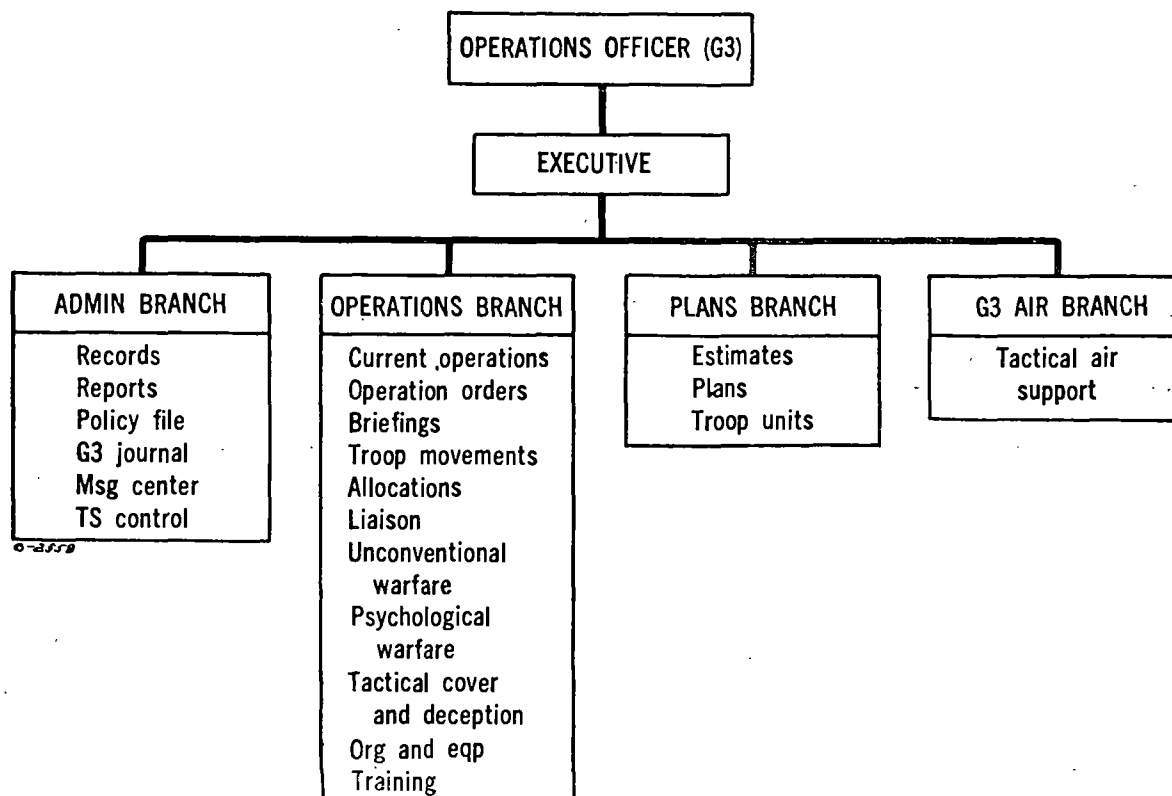


Figure 46. G3 section, corps headquarters.

e. Army Group, G3 Section. The organization and functions of the army group G3 section (fig. 48) approximate those of the field army G3 section. The primary difference is that the army group is less concerned with the day-to-day battle. Its concern is with the control and allocation of means for a longer time frame and over a greater area. Activities are largely concerned with planning operations weeks or months in advance and allocating means for those operations.

f. Theater Army Air Defense Command, G3 Section.

(1) The headquarters, TAADC, commands the Army component of the joint theater air defense command. The commander, TAADC, is not in the operational control channel between the theater air defense command and the air defense artillery elements of the command. The necessary operational control is exercised by regional and sector operations sections which effect combat operations control of both air force and air defense artillery elements operating under the joint commander.

(2) The G3 section, headquarters, TAADC, is not directly concerned with the minute to minute conduct of the air defense operation. Its primary functions are planning, organizing, equipping, and training. Depending on the size of the army component of the joint theater air defense command, the area of operations, and the enemy capabilities, the operations section varies in strength from 10 to 20 officers. A suitable functional organization is portrayed in figure 49.

g. Theater Army Replacement and Training Command, G3 Section.

(1) TARTC is organized as a TD command according to the requirements of the theater army it supports.

(2) The G3 section, headquarters, TARTC, varies in strength from 10 to 30 officers depending upon the size of the command, the area it occupies, and the number of replacements (individual and unit) maintained within the command (fig. 50). The primary responsibilities of the G3, TARTC, concern training, plans, operations, and security.

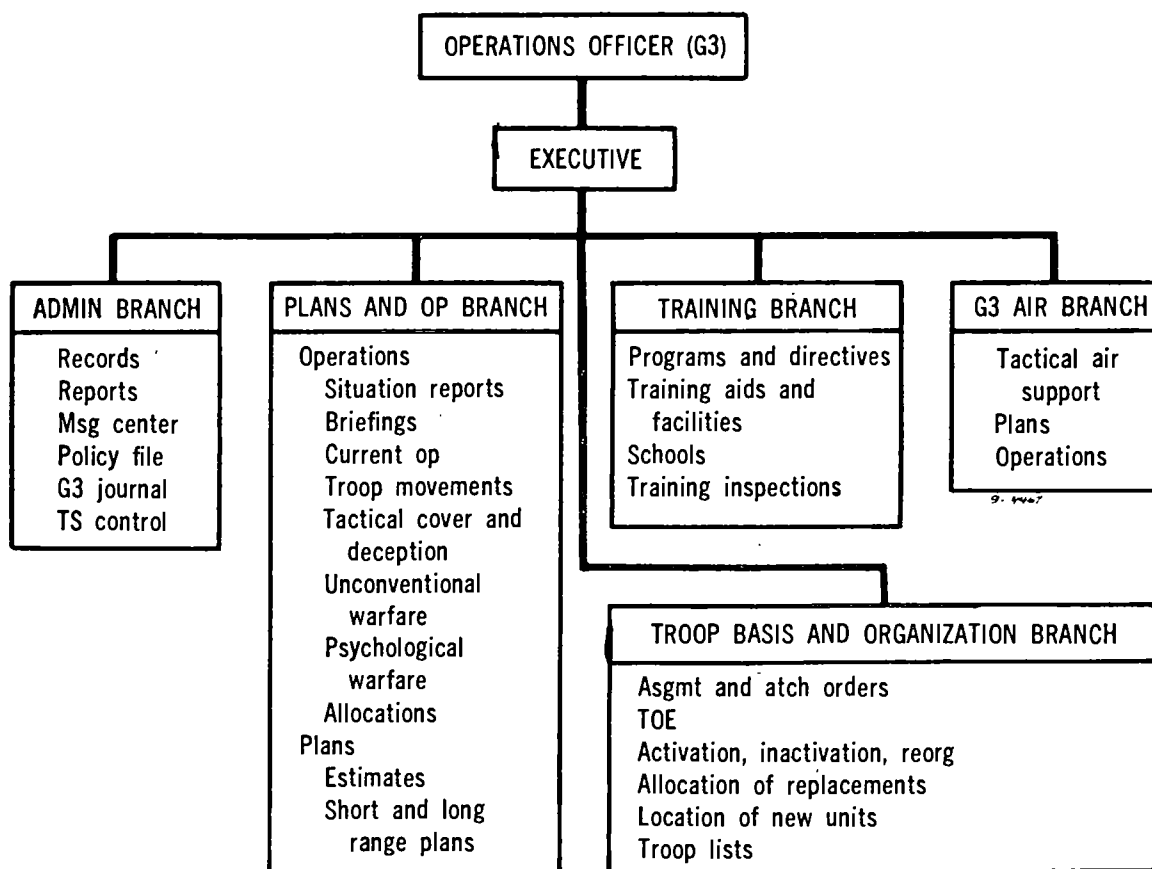


Figure 47. G3 section, field army headquarters.

h. Theater Army Logistical Command, (TALOG) Plans and Operations Division.

(1) The organization, responsibilities, and functions of the plans and operations division, headquarters, TALOG, are primarily aimed toward the preparation of current and long-range

plans, procedures, policies, and programs pertaining to the operations and functions of the logistical command (fig. 51).

(2) For details on the authorized strength of the operations section, TALOG see the appropriate TOE.

Section V. LOGISTICS

31. Supply

a. The logistics officer determines supply requirements for present and future operations. Incoming requisitions, status reports, and personal liaison provide for the former, while replacement factors, present stock supply, and consumption rates applied to future operations provide the latter. Combined present and future needs are the supply requirements of the command.

b. He determines whether to procure supplies by requisition on the base of support or by exploitation of local resources. As a rule, local

procurement should be exploited to the maximum. A significant reduction in procurement lead time and/or supply distribution time, in addition to conserving shipping space, all of which promote economy, are important advantages of local procurement. Consideration of quantity and quality, timeliness of receipt of supplies, and the impact on the local economy is essential.

c. He is responsible for efficient storage of supplies and equipment. Storage includes those storage techniques applicable to the prevention of deterioration, maintenance of proper

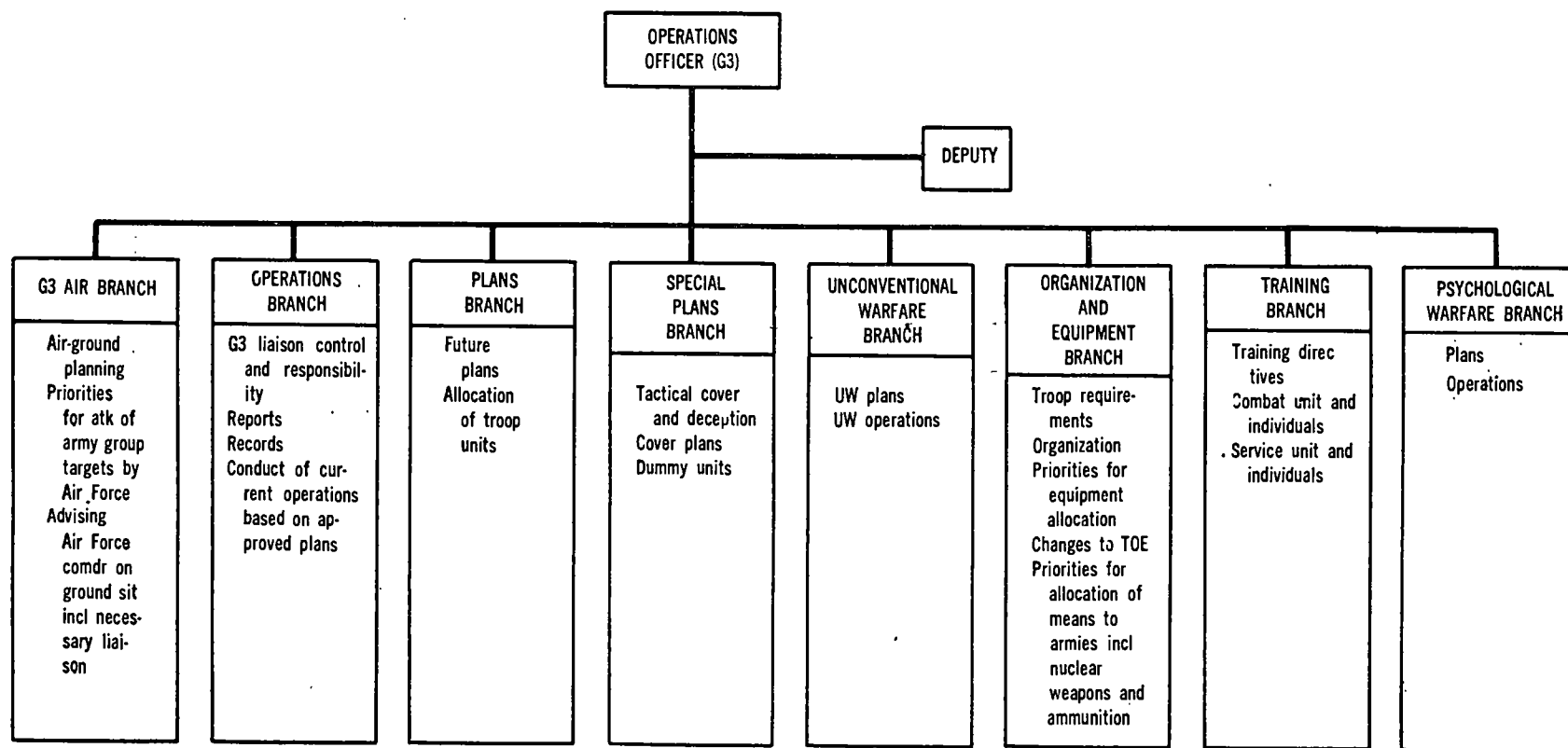


Figure 48. G3 section, army group headquarters.

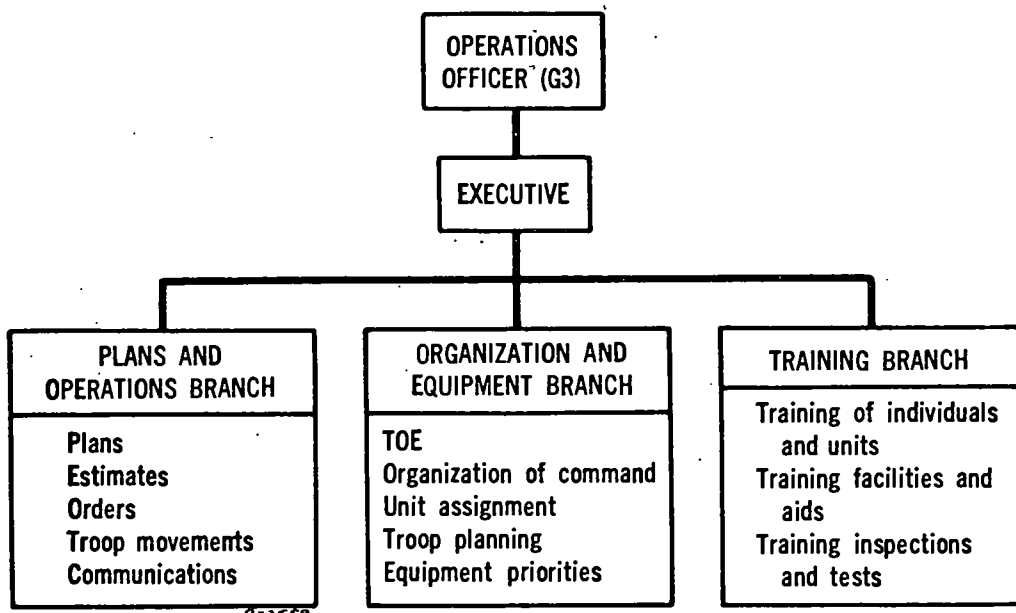


Figure 49. G3 section, theater army air defense command headquarters.

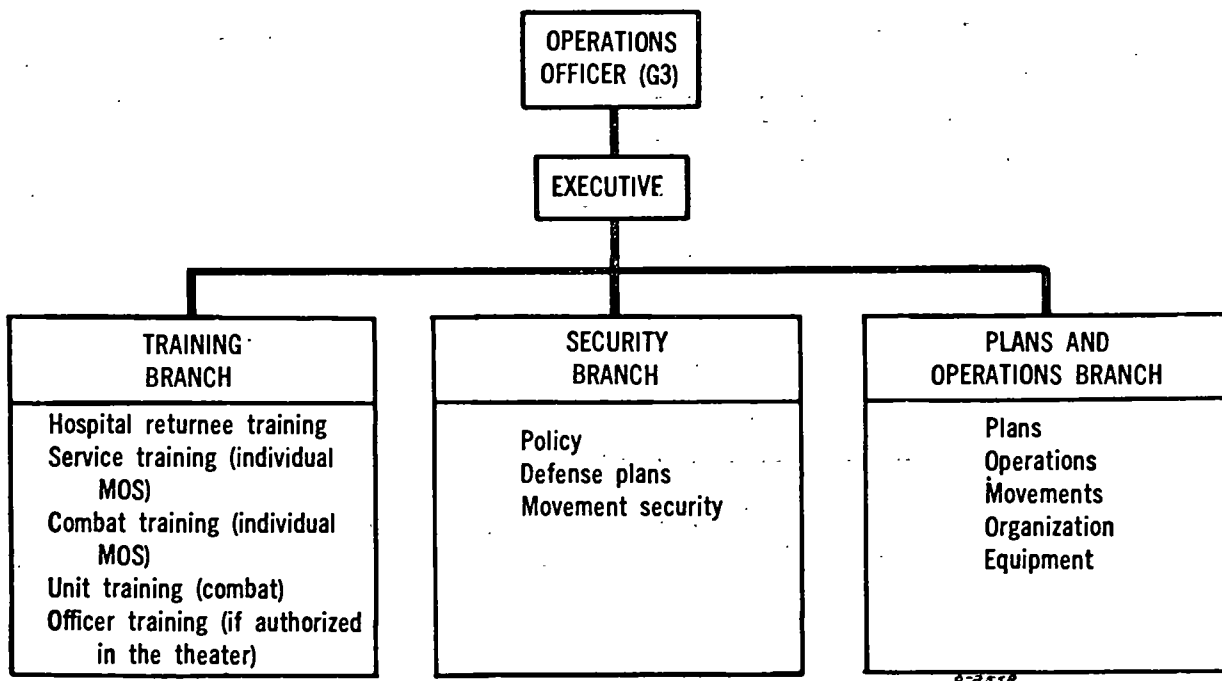


Figure 50. G3 section, theater army replacement and training command headquarters.

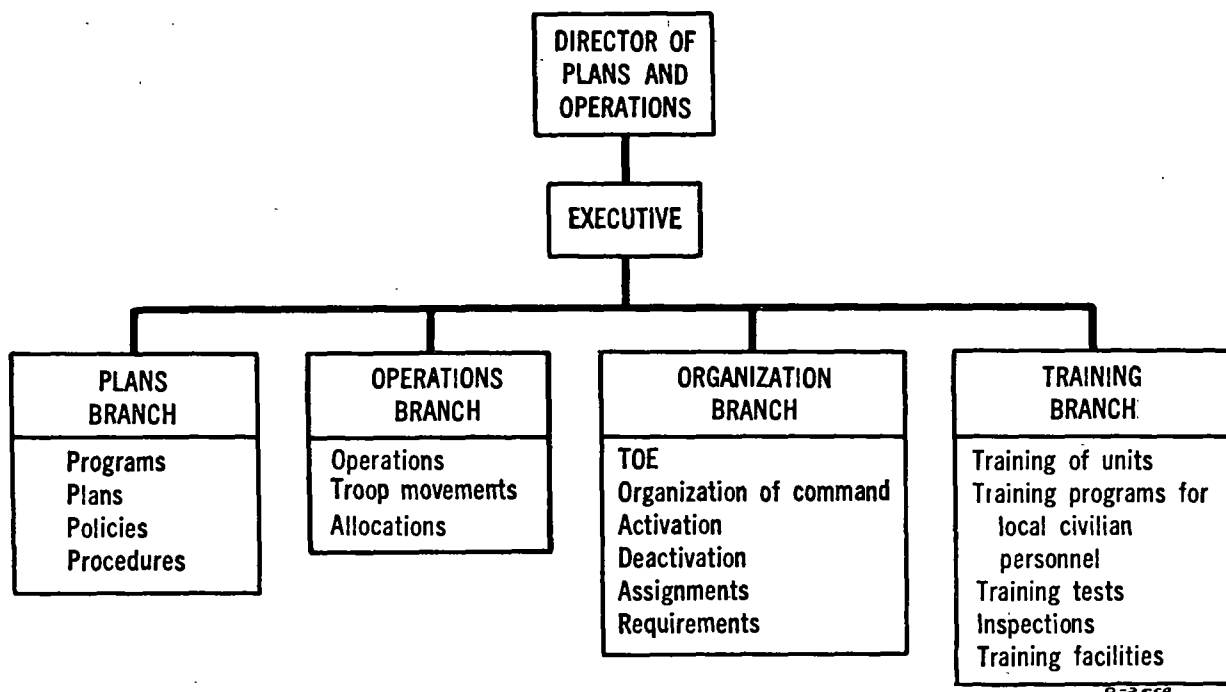


Figure 51. Plans and operations division, theater army logistical command headquarters (type C logistical command).

levels of supply, and location of storage installations. Improper techniques in carrying out these operations cause loss due to spoilage or the effects of weather and climate; incorrect location of storage installations cause unnecessary exposure to enemy action, excessive loss to a single enemy attack, pilferage, and unnecessary use of transportation; and incorrect levels of supply cause depletion of stocks with commensurate inability to provide supply support. To insure proper storage and distribution of supplies, the logistics officer analyzes the area of operations for terrain considerations, maintains up to date information of the friendly and enemy situation, keeps abreast of future plans, and insures accurate records of supplies on hand are maintained. The logistics officer determines when unit distribution or supply point distribution is to be used, schedules which are most effective, transportation means to effect the distribution, and routes to be used in order to insure receipt of available supplies by the using units.

d. Although determination of allocations, priorities, prescribed loads, and available supply rates may be a matter of primary concern to other staff members, the logistics officer submits recommendations as determined by a

consideration of the logistical aspects. Allocations and priorities are influenced by the maintenance capability of a unit; prescribed and basic loads by the ability of the individual unit to transport and the administrative support units to supply and resupply. The logistics officer has primary responsibilities for the establishment of an available supply rate in coordination with the operations officer. The establishment of an available supply rate is influenced by the availability of supplies and the capability to transport them. Once allocations, priorities, prescribed and basic loads, and/or available supply rates are established, the logistics officer is responsible for supervising compliance therewith.

e. (1) The purpose of field logistical management of nuclear weapons is to insure an adequate, responsible, and flexible supply of nuclear weapons to support tactical plans and operations.

(2) The logistics officer's responsibilities for logistical management of nuclear weapons include:

(a) Supervision of nuclear weapons maintenance, and supply and service support units.

(b) Preparation of nuclear weapons logistical support procedures.

(c) Coordination with the personnel, intelligence, operations, artillery, engineer, ordnance, provost marshal, signal, and transportation officers on plans, routes, locations, security, and issue procedures for the movement of nuclear weapons to and from ammunition supply points and depots.

(d) Determination and publication of procedures and instructions for the issue of nuclear weapons. (Determination of allocations of nuclear weapons is a primary staff responsibility of the operations officer.)

(e) Recommendation of the allocation of nuclear weapons and establishment of prescribed loads of nuclear weapons in coordination with the operations officer who has primary responsibility.

(f) Determination of authorized supply levels of nuclear weapons for ammunition supply points and depots, in coordination with the operations officers.

(g) Maintenance of current information on the status of nuclear weapons within or available to the command.

32. Medical Service

a. The logistics officer reviews the surgeon's medical service plan.

b. He insures that adequate medical support means (units and facilities) are provided.

c. He is particularly concerned with the allocation of sites for facilities and insures that the locations are properly integrated within the overall plan for distribution of units with the command.

d. He coordinates the medical evacuation plan with the transportation plan to insure maximum use of back haul movements of general purpose air and ground vehicles as supplemental medical evacuation means.

e. He provides augmentation transportation, in coordination with the operations officer when there are tactical implications, when medical evacuation requirements exceed transportation means available.

f. He provides advice and makes recommendations concerning the logistical aspects of the command evacuation policy.

g. He insures logistical support of the medical service plan.

33. Transportation and Troop Movement

a. The logistics officer is responsible for determining the overall transportation requirements of the command. These requirements include present and future needs and consist of those for movement of units and those for movement of supplies. The former are presented either by staff members or by units themselves. The latter are generated by the administrative support services which must use transportation to carry out their mission.

b. He is responsible for providing required transportation. Such transportation is provided from organic transportation units, other units of the command, or requested from higher headquarters.

c. He is responsible for coordinating the use of all types of transportation to insure maximum utilization of cargo capacity consistent with the tactical situation. When requirements exceed availability, he determines allocations and priorities for administrative support tasks and coordinates with the operations officer for allocations and priorities for tactical use.

d. The logistics officer is responsible for highway regulation to include selection of routes (in coordination with the operations officer for movements when the selection of routes has tactical implications), and traffic control. This requires complete knowledge of routes, to include their capacities and security, and the development of alternate routes for emergency use. Control also requires thorough knowledge of the characteristics of each movement which is to be executed. Once the movement is under way, detailed control must be obtained through traffic control. Highway regulation likewise requires knowledge of routes and the nature of each movement, and cannot be accomplished without adequate communications. Plans for highway regulation are formulated and carefully coordinated in conjunction with the transportation officer and the provost marshal.

34. Service

a. The logistics officer selects and allocates technical service troops by type and number required to support the command (troop plan-

ning in coordination with the operations officer) and establishes priorities for employment of such service units. This requires a detailed knowledge of the tactical plan of operation, the enemy situation, the area of operations, capabilities of units and special conditions imposed by the commander.

b. The one service common to all the technical services, and that which will require the greatest amount of planning and supervision, is that of maintenance and repair of equipment. The logistics officer has coordinating staff officer responsibility for supervision of preventive and field maintenance within the unit, and for insuring adequate backup support for field maintenance beyond the capability of organic units. He must determine the types and numbers of maintenance units. He locates units to insure proper distribution of maintenance support capabilities and provision for rear area security and area damage control. He recommends evacuation or repair policies, the amount and type of maintenance training to include in the training program, and schedules for inspections. He maintains records of the status of maintenance and conducts staff visits to obtain personal observations and to provide units with staff assistance. He provides the commander and other staff members with an evaluation of the condition of maintenance in the unit, an estimate of its impact on projected operations, and recommendations for correction or improvement of existing conditions.

c. The logistics officer, after coordinating with the other staff officers, recommends policies pertaining to construction priorities and allocation of materials and personnel. Within the policy of the command, he determines the priority and allocation of materials and personnel effort for construction of facilities and installations.

d. He exercises centralized control and coordination over activities pertaining to maintenance and repair of, and provision of utilities for, facilities and installations, and the acquisition, allocation, administration, and disposition of real estate, including billets and shelter. He recommends command policy and determines priorities and allocations except those pertaining to headquarters and headquarters personnel, after coordination with appropriate staff elements.

e. He recommends to the commander policy concerning property responsibility and accountability. He recommends approval or disapproval of quarterly reports of loss and reports of survey. He recommends supply measures, conducts inspections and advises the commander, staff, and subordinate commanders concerning status of supply and property accounting and procedures.

f. He is responsible for review of the sanitation plans for the command developed by the surgeon. He has primary general staff responsibility for the conduct of inspections, employment of attached sanitation teams, provision of necessary supplies and equipment, and supervision of the overall command sanitation effort.

g. He recommends food service policy, conducts food service inspections, and recommends appropriate measures to correct deficiencies.

35. Miscellaneous Related Activities

a. (1) The logistics officer recommends the location of the unit rear boundary after coordination with other staff members to insure consideration of enemy capabilities, tactical requirements for maneuver room, and suitable areas for the location of administrative installations. He forwards the approved recommendation to the next higher headquarters for final approval.

(2) He receives the recommended location for the rear boundary of a subordinate unit. He reviews the location to insure coordination with the tactical and administrative support plan, and the location of rear boundaries of adjacent units. He recommends approval with changes as necessary. Upon approval he forwards the approved location to the commander of the unit concerned.

b. He has coordinating staff responsibility for designation of service areas, general location of technical service units, and designation of times for movement.

c. He has coordinating responsibility for selecting the Main Supply Route(s) (MSR). Routes normally are based on recommendations of the transportation officer, and provost marshal, and the engineer.

d. He submits recommendations on the adequacy of protective measures and employment of technical service troops in the integrated rear area security plan.

e. He insures coordination of area damage control activities with administrative support activities.

f. He is responsible for logistical planning and preparation of administrative orders.

(1) In order to conduct sound logistical planning, factors which affect the logistical support of an operation must be examined by the logistics officer in a systematic manner and in a logical sequence. Planning begins with the assignment or anticipated assignment of a mission. To narrow the scope of logistical planning, the logistics officer must know the feasible tactical courses of action under consideration (coordination with the operations officer). Much information incorporated into the logistical portion of the administrative order is obtained as the result of the logistical estimate.

(2) The logistical estimate is a continuous process by which the logistics officer determines the influence of the logistical situation on operations and the impact of operations on the logistical situation. The estimate insures that all factors affecting logistical support operations are considered to arrive at conclusions on the logistical feasibility of an operation.

(3) At division level the estimate is normally a continuous mental analysis of logistical information and a consideration of its effect on the accomplishment of the tactical mission. A logistical estimate at corps level may be either oral or written. Even though corps is primarily a tactical headquarters, the corps logistics officer is concerned with the overall logistical status of the corps. The scope of corps logistical responsibilities may require a detailed written estimate. In an independent corps and field army the scope of logistical operations is such that a detailed, written estimate is necessary to arrive at sound conclusions as to the logistical feasibility of an operation. At field army, corps, and division level, the estimate is primarily concerned with logistical support of organic units and the impact of logistics on tactical operations. A form and an example of a logistical estimate is shown in appendix III, form 6, and example 7.

(4) The logistics officer is responsible for preparation of logistical plans and reports, and for preparation of the logistical portion of administrative orders and administrative situation maps.

(5) He provides guidance to technical service special staff officers, coordinates technical service plans, and authenticates annexes pertaining to his coordinating staff officer responsibilities.

(6) The logistics officer is responsible for compilation, authentication, and distribution of administrative orders and administrative situation maps. He receives paragraphs 4 and 5 of the administrative order from the personnel officer and CA officer, respectively. In addition, each may provide suitable entries for paragraphs 1 and 6.

36. Staff Relationships in Selected Logistical Activities

For staff relationships in selected logistical activities, see figure 24.

37. Staff Section Organization

a. General.

(1) The authorized strength of a logistics section is announced in a table of organization and equipment, or in a table of distribution.

(2) The internal organization of the section may be an allotment of specific duties to each member of the section, or a division into subsection with assignment of functions to each.

(3) The organization of the section is influenced by the mission, the commander, desires of the logistics officer, the situation, requirements for 24-hour operation, and necessity for operating in two echelons.

(4) Organizations depicted herein are type organizations only. They may be used as a point of departure for designing a section required to meet a particular situation.

b. Division G4 Section.

(1) G4 sections of divisions consist of two or three officers and a varying number of enlisted men (fig. 52).

(2) The G4 section at division level is not divided functionally. The logistical functions and activities in the three types of divisions are similar, but there are certain modifications in methods and techniques due primarily to differences in organization of the units. This is particularly true in the airborne division which has a support group operating with functionalized supply and maintenance activities.

Logistics Officer¹ (G4)

General supervision of logistics activities of the command
 General supervision of operations of logistics section
 Estimates
 Administrative plans and orders
 Allocations and priorities
 Area damage control
 Boundaries

<u>Asst G4</u>	<u>Asst G4</u>	<u>Administrative Supervisor</u>
Supply	Maintenance	Records
Service (less maintenance and transportation)	Transportation	Reports
Provision of medical service	Transportation movements	G4 journal
	Highway regulation	G4 policy file
	Property	Situation map
	Acquisition	Msg center
	Responsibility	0-2549

¹ Division of responsibilities may be as shown in this figure.

Figure 52. G4 section, division headquarters.

c. Corps G4 Section.

(1) The corps G4 section (fig. 53) must be organized and trained to insure adequate logistical support to all units of the corps regardless of the type of operation in which the corps may be involved. The corps G4 coordinates and supervises logistical support of corps troops. Utilizing an intimate knowledge of the situation, of the supply status of the division, of tactical plans for forthcoming operations and of the status of field army supply, he is responsible for insuring the most rapid and efficient service from supporting army to supported divisions as well as to corps troops. He is, in effect, a coordinating and liaison officer between field army and the divisions.

(2) When a corps operates independently, responsibilities of the logistics section are the same as those in the field army headquarters. Under these conditions the G4 section may or may not be augmented.

d. Field Army G4 Section. Fundamental differences between the Army G4 section (fig. 54) and that of corps stem from the responsibility of army to provide logistical support to its subordinate units. The G4 section assists the G4 in supervising and coordinating the ac-

tivities of the technical services to insure adequate logistical support of current operations, and planning for the logistical support of future operations.

e. Army Group G4 Section. The organization of the G4 section at army group headquarters (fig. 55) is based upon its principal function of supervising and coordinating logistical policies and procedures to insure logistical support of armies within the army group. The section estimates the overall logistical requirements and recommends the allotment of appropriate means, including allocation and priority of critical supplies and equipment, to armies comprising the group. It is not normally in the logistical support channel for day-to-day procurement, location of support units, or immediate supervision of the logistical support activities of the technical services.

f. Theater Army Air Defense Command G4 Section. The G4 section at TAADC headquarters (fig. 56) is primarily concerned with recommending priorities for allocations of logistical support to units under the command of TAADC, and supervising the logistical aspects of TAADC operations, not including the

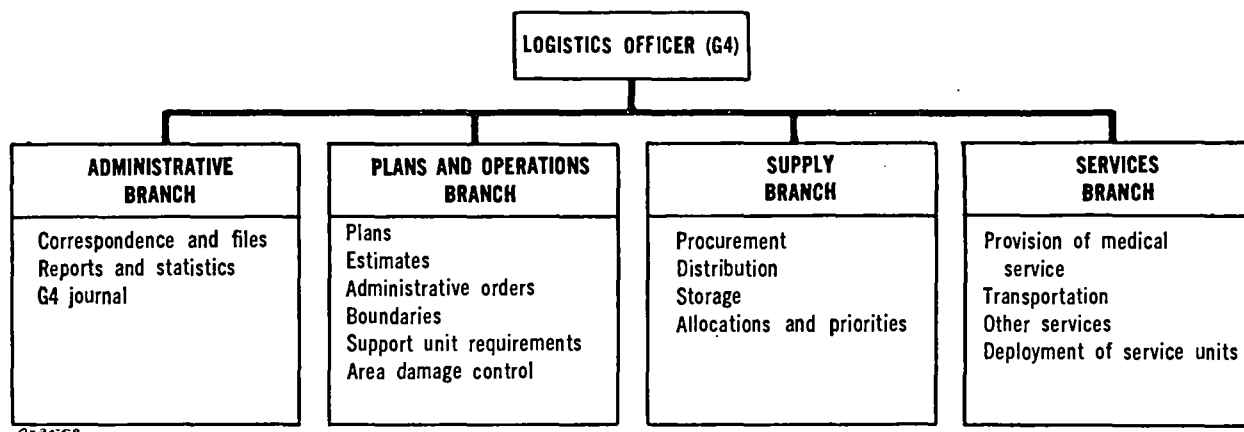


Figure 53. G4 section, corps headquarters.

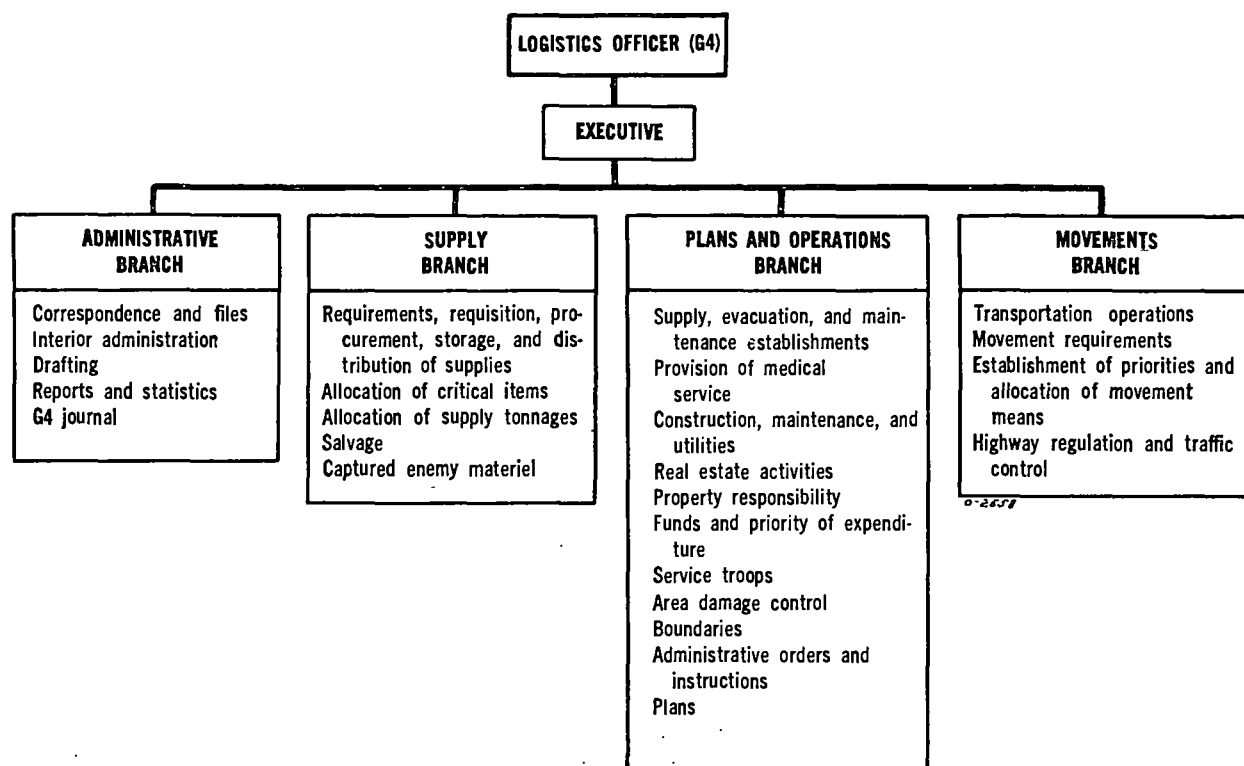


Figure 54. G4 section, field army headquarters.

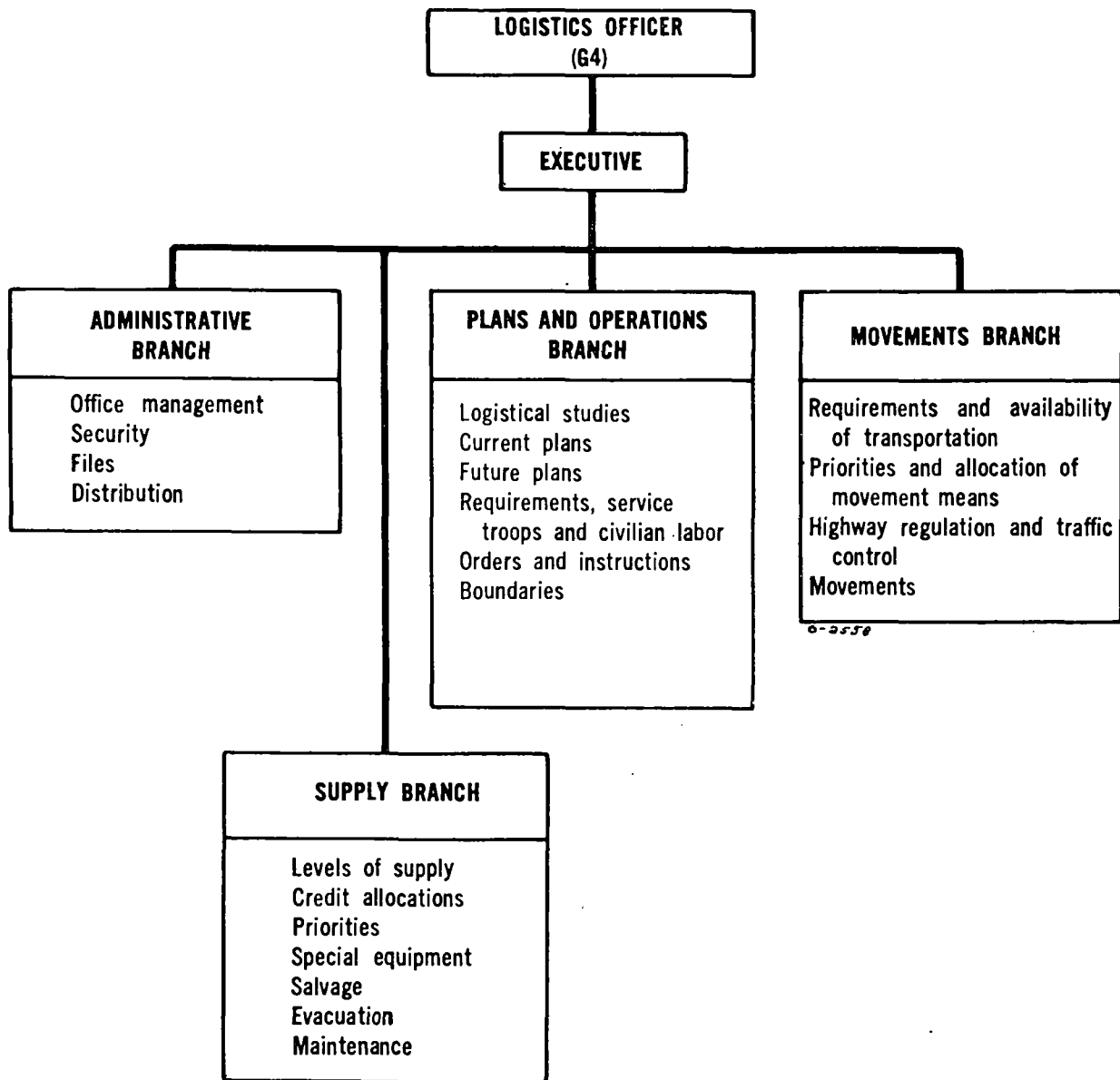


Figure 55. G4 section, army group headquarters.

operational aspects of procurement and distribution of supplies and medical hospitalization and evacuation.

g. Theater Army Replacement and Training Command G4 Section. The G4 section at TARTC headquarters (fig. 57) is primarily concerned with transportation, supply, and construction. Since logistical support of replacement installations normally is furnished by logistical commands, the G4's activities are primarily involved in insuring adequate logistical support through planning coordination and liaison activities.

h. Theater Army Logistical Command Services, and Supply and Maintenance Divisions.

(1) Services division (fig. 58).

(2) Supply and maintenance division (fig. 59).

i. Theater Army Headquarters G4 Division. The G4 division at theater army headquarters (fig. 60) is a planning and coordinating division only. It receives and interprets directives from higher headquarters, interprets policy, issues guidance and instructions to subordinate commands, and supervises the execution of the logistical operations of the theater army.

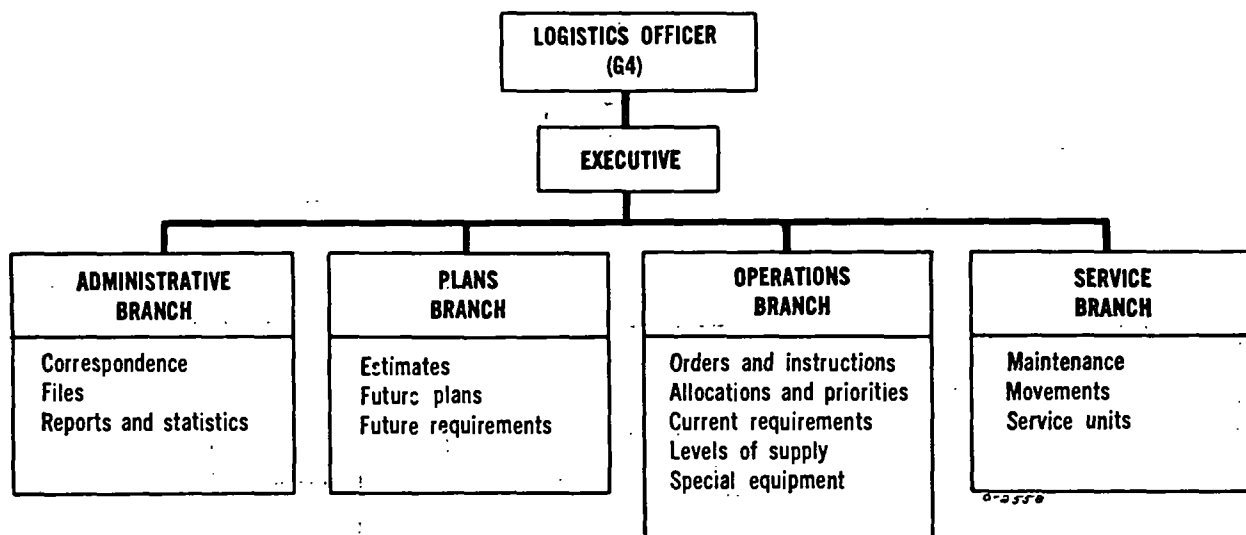


Figure 56. G4 section, TAADC headquarters.

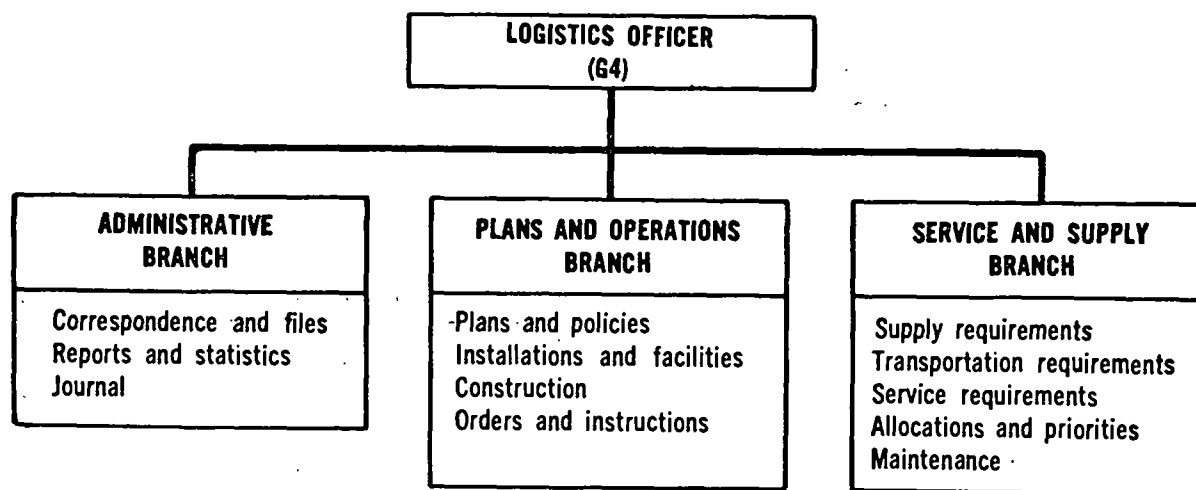


Figure 57. G4 section, TARTC.

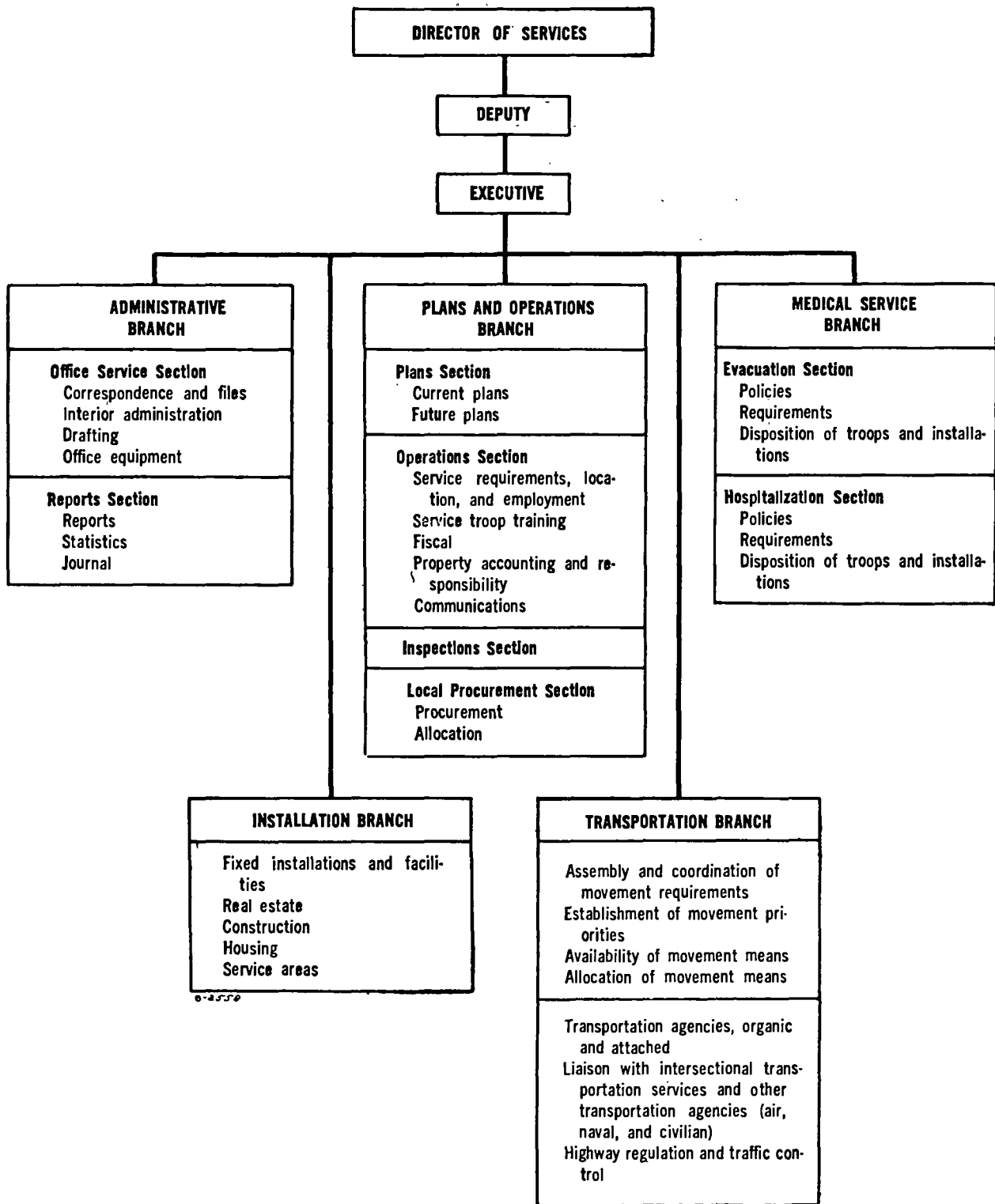


Figure 58. Services division, TALOG headquarters (type C, logistical command).

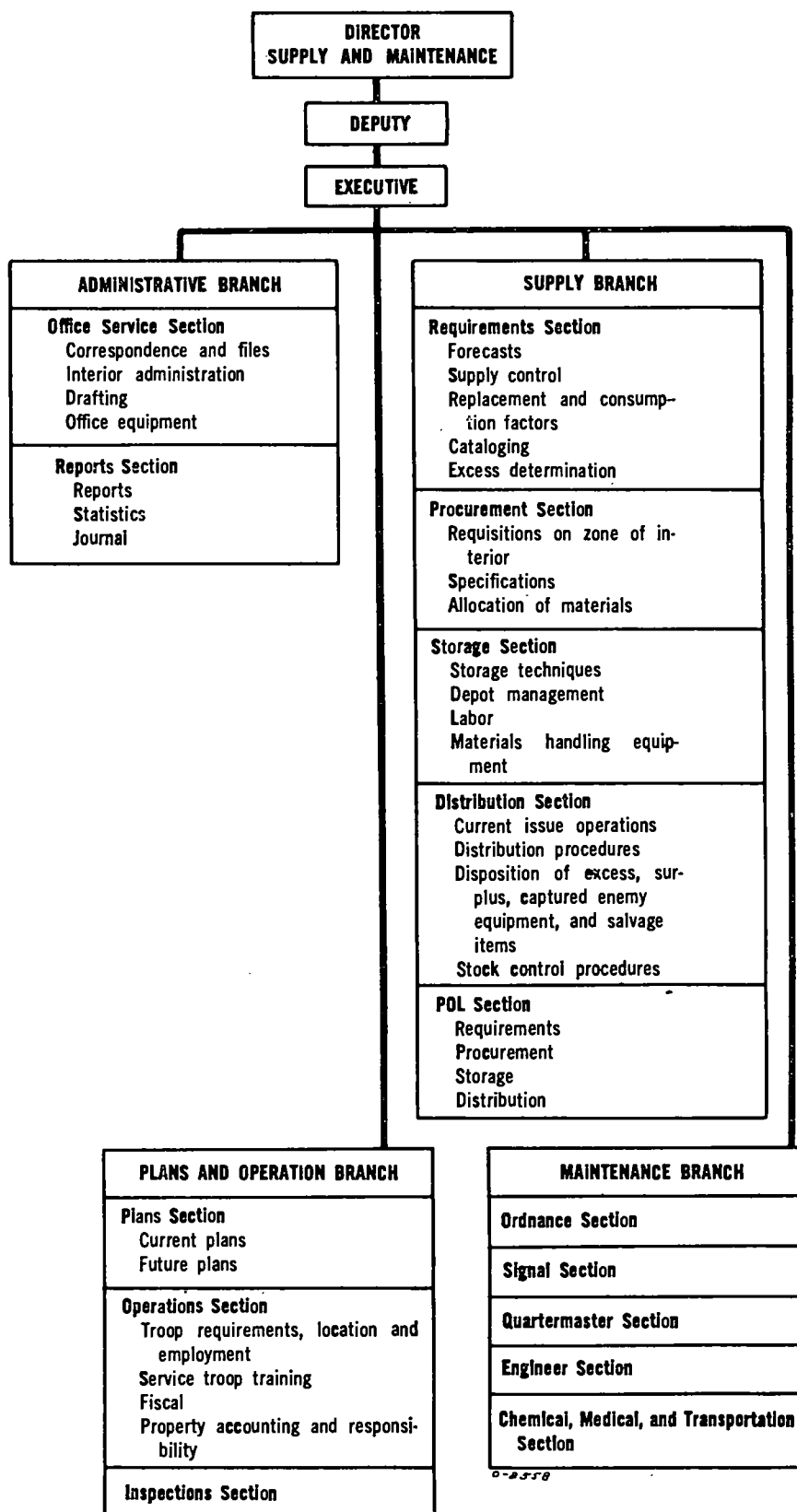


Figure 59. Supply and maintenance division, TALOG headquarters (type C, logistical command).

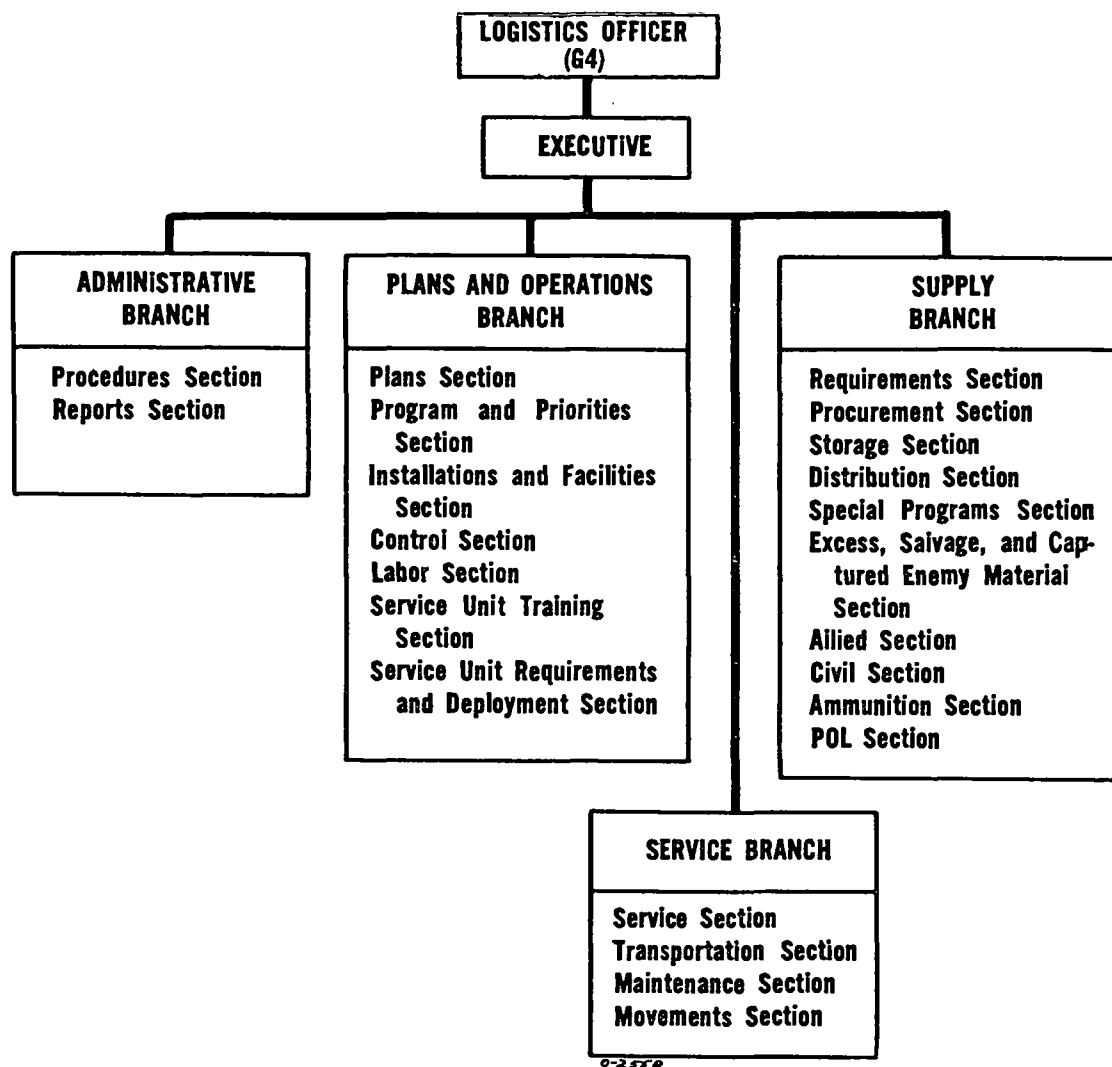


Figure 60. G4 division, theater army headquarters.

Section VI. CIVIL AFFAIRS

38. Government

a. From an analysis of civil affairs agreements or rules of international law, the CA officer determines procedures for conduct of governmental functions. Through survey and analysis of governmental agencies, he determines their capability and reliability, and, when appropriate authority exists and the situation warrants, he recommends to the commander control or assistance measures, removal of governmental officials, and replacements therefore. The CA officer prepares and disseminates proclamations establishing the conditions of the civil affairs situation, and subsequent ordinances, or-

ders, and instructions implementing the provisions of the proclamations.

b. The CA officer surveys and analyzes the judicial system for competency and reliability. When proper authority exists under a civil affairs agreement or international law, he recommends the continuance in operation or the closing of local, criminal and civil courts. When he recommends continuance of existing courts, he is responsible for the supervision of judicial proceedings to insure continuing compatibility with U.S. objectives. When the CA officer recommends closing of local, criminal, or civil courts, he must be prepared to establish military

courts as appropriate, after command approval.

a. (1) The CA officer takes immediate action to establish effective control over the civilian population in areas of military operations.

(a) The first step in the restoration of public order is to post, publicize, and enforce proclamations, laws, ordinances, notices, and directives as needed. The CA officer prepares directives for command approval assigning responsibilities to subordinate commanders for posting, publicizing, and enforcing these regulations, and supervises the execution of these assigned responsibilities. A discussion, and examples, of proclamations, ordinances, laws, and notices is contained in FM 41-10.

(b) The CA officer reestablishes civil law enforcement agencies with the ultimate objective of relieving the military of all but supervisory activities. The CA officer must insure thorough screening of all personnel for competence and reliability. As soon as possible, subordinate military commanders are relieved of assigned responsibilities and all public order measures are executed by civil agencies, supervised by the CA officer.

(2) He is charged with the establishment, supervision, and strengthening of local organizations for civil defense, fire fighting, emergency medical care, evacuation, and other activities related to reducing damage, disorder, and casualties in civil communities.

(a) He has staff responsibility for civil defense planning. He promptly gathers information on the structure and capabilities of any existing civil defense organization and on the availability of local supplies and equipment which may be used for civil defense. He plans for maximum utilization, consistent with military plans, of existing local plans, organizations, and facilities. He coordinates his plans with the operations and logistics officers to insure mutual support.

(b) In those communities not having a civil defense organization, the CA officer must, as a minimum, insure establishment of an effective fire department and may charge it with responsibility for air warning and other civil defense measures.

(3) He, in coordination with the logistics officer prepares plans for, and supervises the execution of, the collection of all arms, ammunition, explosives, and other implements of war

when such action is authorized by civil affairs agreement or international law, and/or the situation so requires. He prepares and disseminates required orders and notices to the civil populace. He prepares directives to subordinate commands prescribing their responsibilities in this field. The ultimate disposition of such implements of war is a responsibility of the logistics officer.

d. For CA staff relationships in selected governmental activities, see figure 26.

39. Economic

a. The CA officer surveys the economic structure of the area with a view toward assisting any subsequent economic rehabilitation. He is concerned with the accustomed standard of living; presence of significant natural resources; principal industries; scientific and technical capabilities; commercial and industrial activities; extent and type of agricultural production; availability of food supplies; accustomed caloric intake of population; existing price control and rationing; property control; and civil supply.

b. He analyzes the situation, determines the impact of military operations upon the civil economy, and makes appropriate recommendations to lessen this impact. Where applicable he plans and supervises activities to safeguard vital elements of the economy, and plans the initiation of activities to rehabilitate and/or restore essential elements to operation.

c. He insures that the civil economy is not exploited for military support unless full consideration has been given to the impact upon civilian needs. However, before a large scale military operation starts, he considers reconstruction and rehabilitation for military use of facilities in the objective area. These facilities may include depots, shops, plants, factories, oil production and refining facilities, mines, and agricultural areas.

d. He analyzes the financial stability of the area of operations. He plans and supervises price control, rationing, and measures to insure the security and safety of banks and principal financial institutions and bank funds and financial records.

e. He estimates initial and continuing supply requirements for civilian supplies after mili-

tary operations have been initiated. He recommends allocations of supplies and plans distribution to civilians. As military operations proceed, he estimates continuing civilian supply requirements using reports, requisitions, and other data obtained through CA channels and from appropriate technical services.

f. He has staff responsibility for providing liaison with civil agencies, locating local supplies and equipment required for military use, determining the effect on the local economy of their military use, and reporting their availability based on a determination of civilian needs.

g. He determines the availability of real estate for military use and the effect on the local economy of such use. He reports the availability to interested staff agencies and higher headquarters.

h. The CA officer, in accordance with theater policy, determines the availability of local labor and reports it to the personnel officer, the allocating agency.

i. For CA staff relationships in selected economic activities, see figure 26.

40. Sociological

a. The CA officer estimates the civilian public health situation in the projected zone of action. From the estimate he determines the adequacy, distribution, and status of health personnel, facilities, and medical and sanitation supplies. He institutes measures to reestablish or organize adequate public health facilities and services. He mobilizes the civilian health agencies within the area in order to provide essential medical care and assistance with a minimum burden placed upon military forces.

b. He is responsible for the provision of essential medical supplies and equipment not available for local resources. Such supplies and equipment are supplied from specifically allocated CA stocks, or in the event of emergency from military stock as the situation permits.

c. He develops plans for, and supervises the execution of, activities pertaining to—

(1) The distribution of essential civilian relief supplies.

(2) Public and private institutions for the

care of the children, the poor, the physically and mentally handicapped, and the aged.

(3) Reestablishment of local charitable and relief organizations.

d. He advises and assists civil authorities in restoring and reorganizing the public education system as required. He considers the impact of military operations on education facilities and recommends measures to prevent unnecessary damage destruction, or occupancy by military forces.

e. (1) The CA officer advises and assists local authorities in reestablishing and maintaining all public works and utilities.

(2) He insures that forecasted requirements for supplies and equipment are included in CA requirements submitted to higher headquarters.

(3) He recommends, when appropriate, military assistance measures in the form of military supplies, equipment, or technical personnel.

(4) He develops plans for emergency measures to insure continuance of operation of essential public works and utilities in case of natural disaster or destruction by military operations.

(5) He considers the impact of military operations on public works and facilities and recommends measures to prevent unnecessary damage or destruction.

f. (1) The CA officer advises and assists civil authorities in restoring and maintaining the public transportation system of the area concerned to insure—

(a) Maximum availability of public transportation to assist the military effort.

(b) Facilities and service to fulfill the minimum needs of the civilian population.

(c) Restoration of the entire transportation system to assist in the rehabilitation of the economy.

(2) He insures that forecasted requirements for supplies, equipment, and technical assistance are included in CA requirements submitted to higher headquarters.

(3) He recommends, when appropriate, military assistance in the form of military supplies, equipment, or technical personnel.

(4) He develops, in conjunction with civil authorities, plans for continuance of essential

services in the event of emergency caused by natural disaster or military operations.

(5) He considers the impact of military operations and recommends measures to prevent or reduce unnecessary damage or destruction to transportation facilities.

g. The CA officer, in coordination with the signal officer advises and assists civil authorities in restoring and maintaining public communications.

(1) He insures forecasted requirements for communications supplies, equipment, or technical assistance are included in CA requirements submitted to higher headquarters.

(2) He recommends, when appropriate, military assistance in the form of military communications supplies, equipment, or technical personnel.

(3) He develops, in conjunction with civil authorities, plans for continuance of essential communication services in the event of emergency caused by natural disaster or military operations.

(4) He considers the impact of military operations and recommends measures to prevent or reduce unnecessary damage or destruction.

(5) He provides plans for monitoring and censorship in the case of civil affairs, and insures that no information of a subversive nature, or the disclosure of that which might threaten military security, is disseminated.

h. He advises and assists civil authorities in maintaining control of the civil information media of the area concerned for dissemination of all types of civil information.

(1) His plans include—

(*a*) Maintenance and improvement of friendly relations with the civilian populace.

(*b*) Liaison with representatives of local information and assistance in interpreting and disseminating news concerning US policies.

(*c*) Periodic surveys to detect significant public opinion trends and to predict possible actions to present and future policies.

(2) He recommends, and when authority exists, supervises measures to insure censorship and monitoring to prevent dissemination of subversive propaganda or information which may affect military security.

(3) He has staff responsibility for consoli-

dation of psychological warfare directed toward the civil population.

i. (1) The CA officer plans and supervises the processing and eventual repatriation or resettlement of displaced persons and refugees. Primary objectives are—

(*a*) To insure that concentrations of displaced persons and refugees do not become sources of disease, centers of black market activities, focal sources of incipient riots, or other threats to the health and security of the military forces.

(*b*) To insure that displaced persons and refugees are afforded at least the minimum standards of living.

(2) He plans and institutes programs for displaced persons and refugees to include—

(*a*) Work programs designed both to keep the displaced persons occupied and to augment the local labor force.

(*b*) Welfare programs.

(*c*) Education programs.

(3) He plans and institutes measures necessary to prevent displaced persons and refugees from becoming a threat to military security or interfering with the military effort.

j. (1) The CA officer advises and assists civil authorities in the restoration and protection of arts, monuments, and archives.

(2) He recommends measures designed to prevent or reduce damage or destruction by military forces.

(3) He assists military agencies in locating and securing archives designated as intelligence objectives.

(4) He assists civil authorities in resurrecting such archives as may be of value in settling property disputes, prosecuting war crimes, etc.

41. Miscellaneous

a. The CA officer is responsible for making a CA estimate and presenting appropriate recommendations to the commander and staff. The purpose of the estimate is to determine the impact of the CA situation on operations and the impact of operations on CA matters. The estimate may be written, particularly at higher levels of command. In the division, the CA estimate is frequently recorded only in the form of notes and is usually presented orally. See appendix III, form 7 and example 7.

b. (1) He is responsible for paragraph 5 of the administrative order, or a CA annex thereto and for providing appropriate information for paragraph 4 of the operations order. See appendix V, example 62, for an example of a CA annex to an administrative order.

(2) A form and example of a periodic CA report is shown in appendix VI, form 23 and example 72.

42. Staff Section Organization

a. General.

(1) The CA section is the staff agency which has primary responsibility for the planning, coordination, and supervision of CA operations.

(2) During wartime, the staff organization for CA is on the coordinating staff level at all echelons of command down to and including divisions and comparable commands. On joint staffs, the CA staff may be on the J-staff or other appropriate joint staff designation. In a large command or when CA problems are numerous, a deputy commander for CA operations may be appointed.

(3) During peacetime, the staff organization for CA activities should be sufficiently

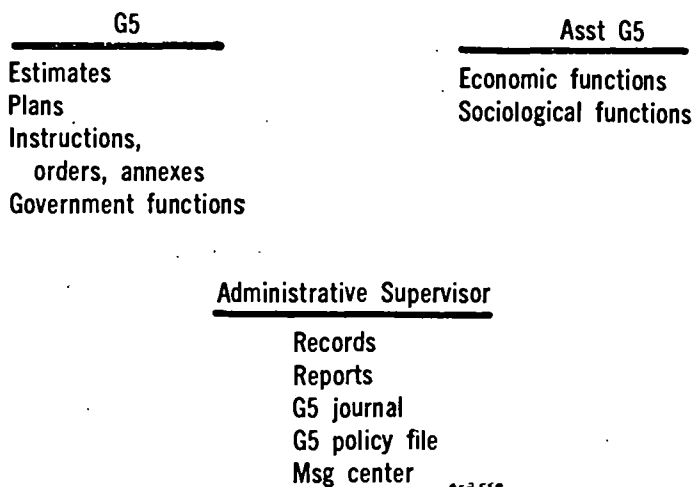
flexible to meet the particular needs of the command echelon and theater in which it operates as determined by the commander. At headquarters of field army (or separate corps) and above, of oversea commands, CA functions should normally be executed by a principal staff assistant (G5, J7, or other). At lower echelons, a subsection in the G3 section can perform the required functions until the need for a separate G5 section has been demonstrated.

b. Division and Corps G5 Sections.

(1) CA activities at corps and division level are directed primarily toward support of military operations and the fulfillment of the division commander's legal or treaty obligations. The complexity of corps and division CA operations, which are principally concerned with the control and care of the local inhabitants, varies according to such factors as the mission fluidity of the tactical situation, density and attitude of the population, extent of disruption of normal civil law and order, extent of interference by refugees with military operations, and use by the enemy of mass destruction weapons.

(2) See figures 61 and 62 for division and corps G5 sections.

Civil Affairs Officer¹ (G5)



¹ At division level the civil affairs officer and his assistant both supervise the details of all G5 activities. Some division of responsibility might be as shown.

Figure 61. G5 section, infantry division headquarters.

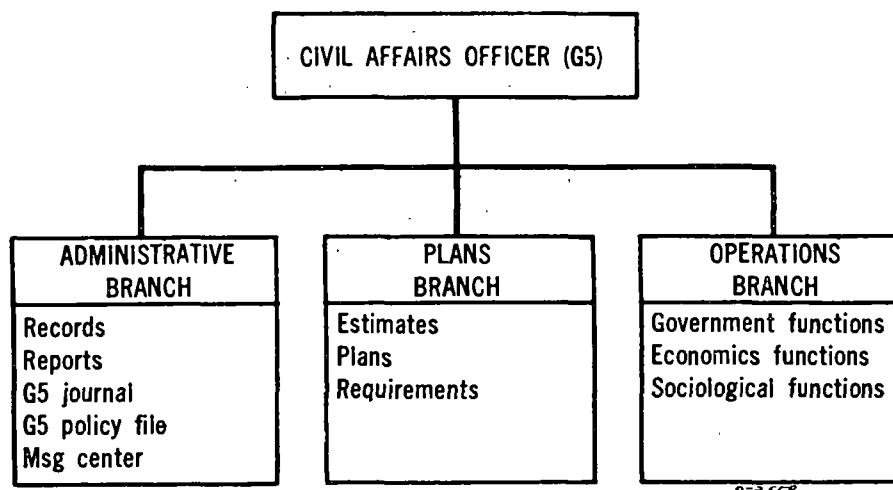


Figure 62. G5 section, corps headquarters.

c. Field Army G5 Section.

(1) The G5 is responsible for the supervision and coordination of CA operations within the field army. His activities include deploying of CA units in accordance with the overall theater plan, implementing policy, ensuring CA logistical support of corps and divisions, allocating civilian supplies when required, preparing long-range plans, estimating CA logistical requirements, and coordinating with army group, theater army, and TACA Command on CA matters.

(2) Certain functional activities, such as the restoration of public order and safety, control of refugees and displaced persons, and furnishing of emergency relief, which may have received primary attention at lower echelons, will receive more routine attention. Such activities as public works and utilities, public transportation, and civil information will become more important in relation to accomplishment of the mission.

(3) Figure 63 shows a G5 section, field army headquarters.

d. Army Group G5 Section.

(1) The Army group commander is responsible for the supervision and coordination of CA operations of field armies under his command but normally does not exercise CA area authority.

(2) The G5 section at army group is a supervisory and coordinating agency. The section estimates requirements for CA units and recommends their deployment within the area

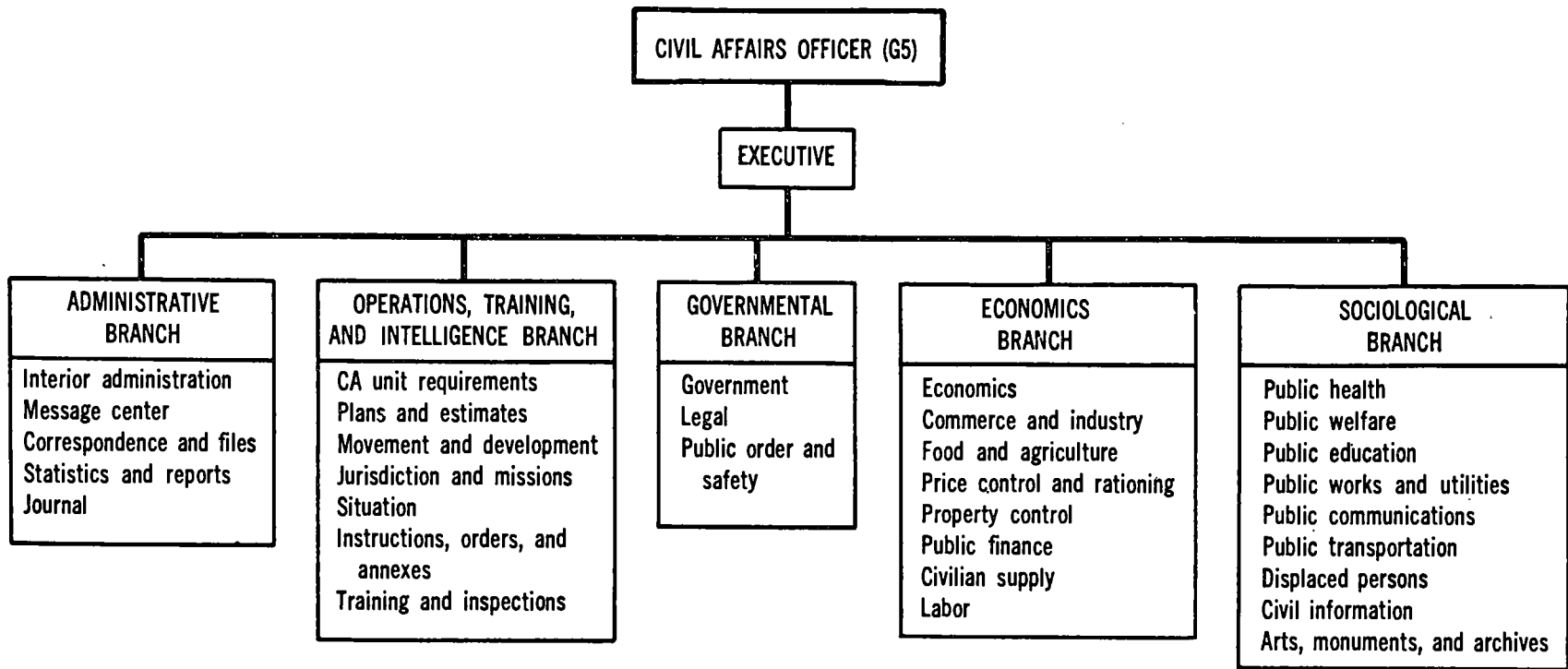
of operations; it reviews requirements for civilian supplies and controls the allocation of such supplies to field armies in accordance with applicable policies; it insures overall coordination of the CA support plan with the army group plan of operations.

(3) Figure 64 shows a G5 section, army group headquarters.

e. Theater Army Logistical Command Civil Affairs Division (fig. 63).

f. Theater Army Replacement and Training Command and Theater Army Air Defense Command. Neither TARTC nor TAADC has a requirement for a CA section. These commands do not have territorial responsibility, thus the primary activities which are related to CA areas of interest are those concerned with civilian-military personnel relationships such as looting, treatment of the population, fraternization, use of civilian resources, etc., which are adequately handled by the personnel, operations or logistics officer.

g. Theater Army G5 Division. Theater army normally will be designated the theater agency to control CA operations. The G5 division at theater army receives and interprets directives on CA matters; requests needed policy guidance; disseminates guidance and instructions to subordinate commands; prepares plans for CA operations in coordination with other staff sections; and advises on the execution of plans and policies by major subordinate commanders. Figure 65 shows a G5 division, theater army headquarters.



NOTE: Civil affairs officer in theater army logistical command headquarters will be a director.

Figure 63. G5 section, field army headquarters.

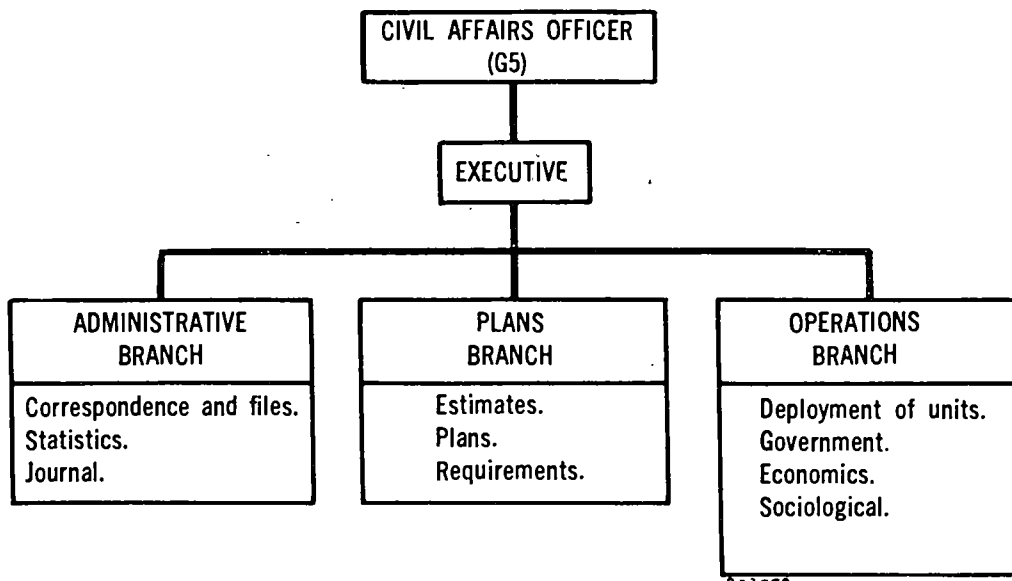


Figure 64. G5 section, army group headquarters.

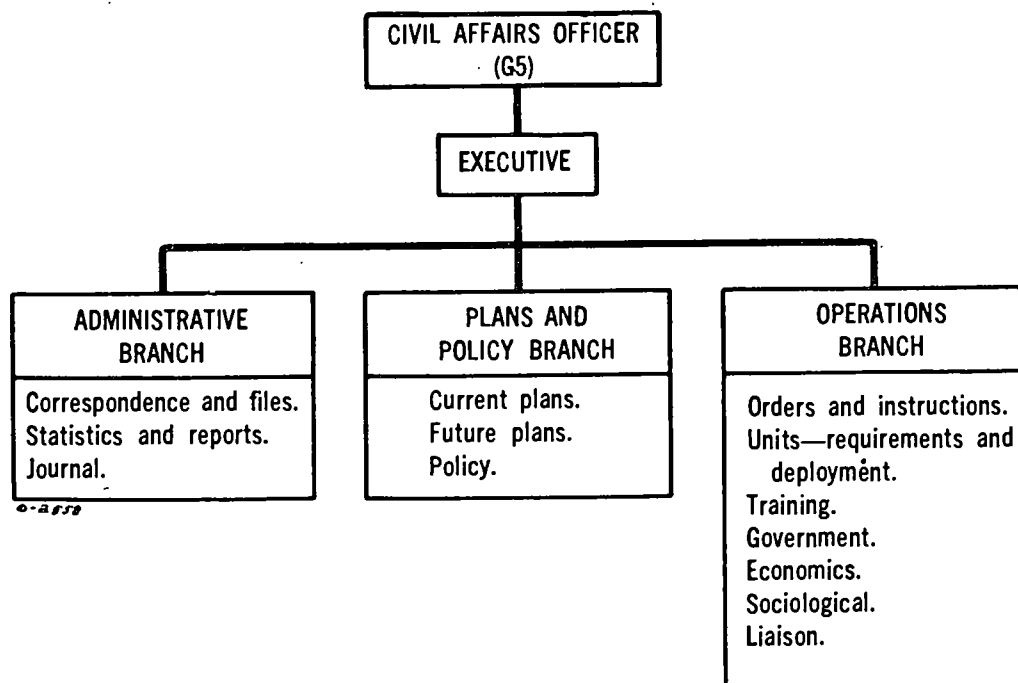


Figure 65. G5 division, theater army headquarters.

Section VII. COMPTROLLER

43. General

a. Comptrollership in the Army provides the commander with specialized assistance in—

(1) Obtaining financial resources through funding channels to accomplish effectively the command's mission.

(2) Providing information and analyses of programs, resources, and performance as a basis for management decisions.

(3) Developing, improving, and maintaining such financial controls and procedures throughout the command as are required to insure the safeguarding and optimum use of resources.

(4) Reviewing and analyzing nontactical organizations, systems, and procedures as a basis for management improvement.

b. The comptroller performs both "staff" and "service" functions.

(1) *Staff*. A comptroller is, first and foremost, part of the commander's staff, therefore a part of the team which coordinates and directs the whole command. The comptroller's special responsibility as a member of the staff is to insure that the commander and staff are provided adequate information from all relevant sources in time to be useful and that analyses are made of this information as a basis for appraising objectively and comprehensively the administrative operations of the command.

(2) *Service*. No less important are the service aspects of the comptroller's job.

(a) The comptroller has staff responsibility for supervising the provision of a number of services that can contribute to effective management. Among these are improved methods of budgeting, accounting, auditing, reporting, and management engineering. Comptrollers are responsible for supervising the provision of these services with improving their design, and with insuring their effective use. The bulk of the comptroller's staff will be occupied with the technical aspects of the operation of these services throughout the command.

(b) The comptroller frequently performs a related service—by advising on allocation of money and by enforcing approved limitations. In performing this service, the

comptroller acts as a specialized agent of the commander. He works with other staff officers to achieve maximum results with minimum expenditure of funds. He must constantly strive to examine each activity of the command fairly and objectively and to determine a course of action that will further the objectives of the command as a whole.

(c) The comptroller may also be assigned other service responsibilities, such as handling insurance matters for the command and reviewing reports of survey.

c. In the exercise of his staff function, the comptroller's relations with the commander and other members of the commander's staff, as well as with higher or subordinate headquarters, are the same as for any other general staff officer or officer of equivalent staff position.

44. Budget Management

The comptroller has staff responsibility for activities primarily concerned with making budgeting serve effectively as a primary tool in managing operations. Functions included within the comptroller's responsibility for budget management are—

a. Developing the plans and program objectives to implement the budgeting activity of the command's management program.

b. Preparing, or issuing the directive for the preparation of, the Commander's Statement and Budget Summary, the Operating Program (FM 101-51) and the Annual Funding Program along with adjustments thereto, as coordinated staff actions of the command.

c. Providing authority for the utilization of financial resources in the execution of the budget, including authorized fund distribution, exercising related staff supervision over budget execution in subordinate levels, and making related budget analyses, such as interpretation of trends in resources utilization, status and rates of obligations and application of resources and their impact on the command's programs for the current and future fiscal periods.

d. Providing assistance in all other aspects of the budget system, including the development of methods, procedures, formats, and techniques of preparation, analysis, and presentation and the development of budgetary statis-

tics for budget and program purposes (AR 37-1).

45. Finance, Accounting, and Internal Control

a. The comptroller has staff responsibility for activities primarily concerned with supervising and controlling all accounting activities of a command.

b. To carry out the bulk of accounting activities and to advise the comptroller on them, finance and accounting officers at all levels of command are under the direct supervision and control of the comptroller.

c. Functions included in the comptroller's responsibility for finance, accounting, and internal control are—

(1) Developing plans and program objectives to implement the accounting activity of the command's management program; and the finance services activity of the command's services program.

(2) Analyzing the accounting data generated by all elements of the command; designing the types of financial data statements required by interested staff and operating officials; and monitoring the preparation, interpretation and presentation of such analyses and statements for respective commanders.

(3) Developing implementing policies, procedures, and techniques governing the establishment and maintenance of the command accounting system, including the accounting and related reporting for appropriations, funds, property and other assets available to, or in custody of, the command; liabilities of the command; and operating revenues, expenses, and costs of goods produced or services rendered.

(4) Performing continuing appraisal and requisite improvement of accounting systems, procedures and other internal controls to assure the adequacy of accounting and related financial operations and the reliability of reports therefrom; exercising, for the major command, staff and technical supervision and assistance to assure adequacy and proper functioning of the internal control system of subordinate installations and activities (AR 36-5).

(5) Administering the integrated accounting system, including the operation of the finance and accounting office, and the provision

of staff and technical supervision in the headquarters and in subordinate organizations and activities over all accounting, financial reporting, and the related accounting aspects of obligating procedures and administrative control of funds.

(6) Exercising supervision, where required, over the financial aspects of contract financing functions (such as guaranteed loans, progress payments, and advance payments), including the prompt ascertainment of contractor liabilities to the Government and timely collection of indebtedness due from contractors.

46. Progress and Statistical Reporting and Analysis

The comptroller has staff responsibility for activities primarily concerned with the conduct and integration of reviews and analyses to determine the status, progress, and results of all programs and activities, particularly in relation to total resources of the command and in relation to the time schedule the command is operating. Functions included in the comptroller's responsibility for progress and statistical reporting and analysis are—

a. Developing plans and program objectives to implement the progress and statistical reporting and analysis activity of the command's management program.

b. Reviewing and analyzing the execution phase of the operating program with respect to internal balance among the several elements of the program; and providing for evaluation of the availability of resources in relation to requirements of the several elements of the program. (See AR 11-46 for details concerning cost and performance report.)

c. Reviewing and appraising performance, progress, program status, and trends against approved missions, programs, and schedules; reviewing and appraising the utilization of physical resources in relation to work performed and in relation to the accomplishment of program and mission objectives; and presenting timely and meaningful analyses to the commander and staff as a result of such reviews and appraisals.

d. Exercising, for the command headquarters and its subordinate installations and activities, staff and technical supervision over all

progress and statistical reporting and analysis activities, including the reports control system; and the development of guides and criteria for the collection, processing, analysis, summarization, and interpretation of statistical data.

e. Administering the reports control system, including the design of progress and statistical reports and the continuous review and appraisal of reports and reporting requirements.

47. Management Engineering

Comptrollers normally are charged with staff responsibility for—

a. Developing the plans and program objectives to implement the management engineering activity of the command's management program.

b. Providing advice and assistance to the commander, the staff, and the command on management engineering matters of the command.

c. Evaluating nontactical organization and methods; developing proposals for improvement and assisting in the installation of new and improved organization and methods.

d. Exercising staff and technical supervision over program activities for management improvement, work simplification and other related techniques of the command, including, where assigned, the manpower control and the incentive awards activities.

e. Providing staff supervision over the development, extension, and use of performance analysis, including the development of standards of performance; and the integration of performance analysis data with other management data.

f. Exercising staff supervision over the de-

velopment of policies and recommendations relating to the utilization of business machines, including punched card and automatic data processing equipment.

g. Industrial engineering functions may be assigned to the comptroller or to the head of another appropriate agency of the command.

48. Other Responsibilities and Functions

a. Providing for, within command policies, indoctrination and training of pertinent personnel in the principles and techniques of budgeting, accounting, internal controls, progress and statistical reporting and analysis, and management engineering activities.

b. Exercising in overseas areas, such additional responsibility for foreign financial matters and other fiscal transactions as may be required by local conditions.

49. Staff Section Organization

The organization of a comptroller's office is not prescribed in Department of the Army Tables of Distribution. Comptroller staff functions at all levels are essentially the same. The principal difference is in the time element and the scope of problem encountered. A comptroller is included in the staff of headquarters of major commanders, in intermediate commands with substantial comptroller functions which direct and control subordinate installations and activities, and in such other headquarters, as provided for in tables of organization and equipment, and tables of distribution and allowances, or as directed by major commanders. A typical organization chart of a comptroller's office is shown in figure 66.

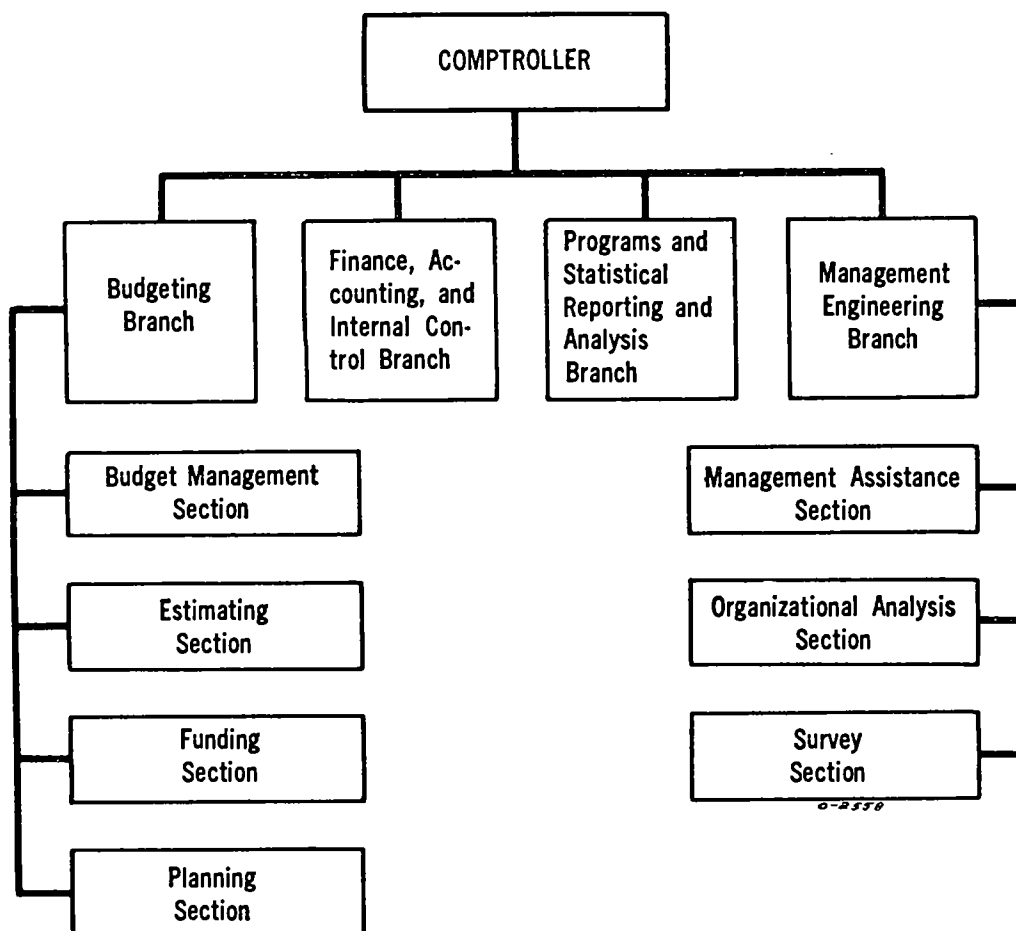


Figure 66. Typical organizational chart of a comptroller's office.

APPENDIX III

ESTIMATES

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Form 1. Estimate of the Situation

(Classification)

Headquarters
Place
Date and time

ESTIMATE OF THE SITUATION

Reference: Map, chart, or document. (As necessary for understanding of the estimate.)

1. MISSION

A statement of the task and its purpose. If the mission is general in nature, determine by analysis what tasks must be performed to insure that the mission is accomplished. State multiple tasks in the sequence in which they are to be accomplished.

2. THE SITUATION AND COURSES OF ACTION

a. Determine all facts or in the absence of facts logical assumptions which have a bearing on the situation and which contribute to or influence the ultimate choice or a course of action. Analyze available facts and/or assumptions and arrive at deductions from these as to their favorable or adverse influence or effect on the accomplishment of the mission.

b. Determine and list significant difficulties or difficulty patterns which are anticipated and which could adversely affect the accomplishment of the mission.

c. Determine and list all feasible courses of action which will accomplish the mission if successful.

3. ANALYSIS OF OPPOSING COURSES OF ACTION

Determine through analysis the probable outcome of each course of action listed in paragraph 2c when opposed by each significant difficulty enumerated in paragraph 2b. This may be done in two steps—

a. Determine and state those anticipated difficulties or difficulty patterns which have an approximately equal effect on all courses of action.

b. Analyze each course of action against each significant difficulty or difficulty pattern (except those stated in paragraph 3a above) to determine strength and weaknesses inherent in each course of action.

4. COMPARISON OF OWN COURSES OF ACTION

Compare courses of action in terms of significant advantages and disadvantages which emerged during analysis (par. 3 above). Decide which course of action promises to be most successful in accomplishing the mission.

5. DECISION

Translate the course of action selected into a complete statement, showing who, what, when, where, how, and why as appropriate.

/s/_____

(Classification)

Form 2. Tactical Commander's Estimate of the Situation

(Classification)

Headquarters
Place
Date and Time

COMMANDER'S ESTIMATE OF THE SITUATION

REFERENCES: Maps or charts.

1. MISSION

(A mission may be received from a higher commander, it may be deduced from the commander's knowledge of the situation and of the intent of the higher commander, or a combination of both.) Analyze the mission (as received or deduced). Determine what tasks must be performed to insure that the mission will be fully accomplished. State these tasks in the sequence in which they are to be accomplished, together with as much of the purpose of each task as is appropriate. Tasks may be stated in terms of terrain, certain effects to be achieved, or a combination of both.

2. THE SITUATION AND COURSES OF ACTION

a. Considerations affecting the possible courses of action. Determine those facts of the situation which will influence friendly and enemy actions, hence may influence the choice of a course of action. Analyze each fact and deduce the probable effect of that fact on other facts and on enemy and friendly actions. In the absence of facts use logical assumptions.

(1) Characteristics of the area of operations.

- (a) Weather. Include the military aspects of weather and light data for the period. Include the predictable or assumed effects on the employment, by friendly and enemy forces, of nuclear, chemical and biological weapons, electronic warfare, combat surveillance devices, unconventional warfare, psychological warfare, and other means or devices which are affected by weather. Summarize the effects of weather on enemy operations and friendly operations.
- (b) Terrain. Include the military aspects of terrain. Determine and include the effects of terrain on observation and fields of fire, cover and concealment, movement, the employment of nuclear and chemical and biological weapons, combat surveillance devices, unconventional warfare, psychological warfare, and other means, devices, or aspects of military operations as appropriate. Determine and include the effects of weather on terrain. Summarize the effects of terrain on enemy operations and friendly operation.
- (c) Other pertinent factors. Include relevant facts pertaining to hydrography, communications, political, economic, sociological, psychology, technology, material, transportation, manpower, or other appropriate factors affecting operations. Include facts and deductions from these facts

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as to effects on operations, and summarize the effects on enemy and friendly operations.

2. a. (2) Enemy situation. Indicate the disposition of enemy forces, to include fire support units (when appropriate). Determine and state the composition of enemy forces, to include identity, armament, and type of organization. Determine enemy strength and state in terms of committed forces, reinforcements, air, nuclear, and chemical and biological. Summarize those recent and present activities of the enemy which may indicate his future action. Summarize enemy peculiarities and weaknesses which will affect his combat effectiveness either favorably or unfavorably. Determine and list enemy vulnerabilities.
- (3) Own situation. Include factors which bear on our own combat power, including dispositions, composition, strength (including air and nuclear), morale, training, civil affairs, logistics, own vulnerability to enemy nuclear attack, and other considerations which will affect our combat effectiveness either favorably or unfavorably.
- (4) Relative combat power. Indicate the general, overall relationship of the combat power of friendly forces to that of the enemy forces, together with an evaluation of significant strengths and vulnerabilities of the enemy and our own forces. This estimate provides a general background for the formulation of courses of action and may indicate the basic nature and characteristics of courses of action.
- b. Enemy capabilities. List all courses of action of which the enemy is physically capable, and which will affect the accomplishment of the mission if adopted. Include the relative probability of adoption if justified.
- c. Our courses of action. Formulate feasible tactical courses of action to accomplish the mission in terms of what, when, where, and how as appropriate.

3. ANALYSIS OF OPPOSING COURSES OF ACTION

Determine the probable effect of each enemy capability on the success of each course of action (par. 2c above). This may be done in two steps-

- a. Determine and state those enemy capabilities which have an approximately equal effect on all courses of action formulated and stated in paragraph 2c.
- b. Analyze each course of action stated in paragraph 2c against each enemy capability (except those stated in par. 3a above). Each analysis results in a determination of the probable interaction of friendly and enemy forces, of critical tactical incidents, areas, and times, and of the probable success of each course of action.

4. COMPARISON OF OWN COURSES OF ACTION

Compare courses of action in terms of significant advantages and disadvantages which emerged during analysis (par. 3 above). Decide which course of action promises to be most successful in accomplishing the mission.

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5. DECISION

Translate the course of action selected into a statement of what the force as a whole is to do, and as much of the elements of who, what, when, where, how, and why as may be appropriate.

/s/ _____

Commander

(Classification)

Example 1. Infantry Division Commander's Estimate of the Situation

(Classification)

20th Inf Div
 EKBERG (1843), DSEA
 131600 July 19

COMMANDER'S ESTIMATE OF THE SITUATION

Reference: Map, DSEA, 1:100,000, LA PALOMA

1. MISSION

Attack 140430 July; seize high ground 1055-1457; destroy enemy in zone, deny area south of TAKASAN Canal to the enemy; protect corps east flank.

2. THE SITUATION AND COURSES OF ACTION

a. Considerations affecting the possible courses of action.

(1) Characteristics of the area of operations.

(a) Weather.

1. Existing situation. Weather will continue to be hot and dry. Visibility will be unrestricted except during periods of rainfall which seldom exceed 3 or 4 hours. Surface wind will be from the south at 6 to 10 miles per hour. Effective winds for yields of tactical interest are usually 15 knots from the south. Atmospheric pressure will average about 980 millibars. New moon 19 July.

Light Data

	BMNT	BMCT	EECT	EENT	MOONRISE	MOONSET
13 July	0329	0440	1933	2038	2024	0600
14 July	0330	0442	1932	2038	2050	0714
15 July	0331	0444	1931	2037	2114	0806
16 July	0332	0446	1930	2037	2137	0901

2. Effect on enemy operations. Weather gives Aggressor good observation over avenues of approach into his position, and good cross-country mobility if he attacks. Wind directions do not favor Aggressor use of smoke or toxic chemicals. Weather favors Aggressor use of air and nuclear weapons. Effective winds do not favor Aggressor use of fallout.

3. Effect on our operations. Weather gives us good visibility and soil trafficability permitting us to use our air, armor, and artillery superiority. Wind favors our use of smoke. Weather favors our use of nuclear weapons. Effective winds favor our use of fallout.

(b) Terrain.

1. Existing situation.

(a) Observation and fields of fire. Aggressor held high ground gives him excellent observation over approaches into his position. Hill 408 (1651) gives Aggressor excellent observation to the southwest, west, and north. From division objective and the spur extending south (1155-1151), Aggressor has ex-

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cellent observation over all approaches. Fields of fire for flat-trajectory weapons are generally short and good, and excellent in valley bottoms and from the military crests of open hill tops. Within wooded areas, flat-trajectory fields of fire are restricted to trails and roads. Fields of fire for high-angle weapons are good throughout the area. The excellent fields of fire on the southern slopes of PETROV Woods Ridge and Hill 406 (1849) and from the southern slopes of the division objective favor Aggressor defense. Long-range fields of fire and observation to the north from PETROV Woods Ridge are good and favor our attack. Continued dry weather will increase dust clouds in nuclear target areas. Wooded areas are dry and easily set on fire. Forest fire smoke clouds will reduce observation throughout the area.

- (b) Concealment and cover. On the southern slopes of PETROV Woods Ridge and Hill 406, cover and concealment are poor but are good on the northern slopes. LAKOTA Forest offers excellent cover and concealment for large units. The rolling nature of the terrain affords partial cover and concealment from ground observation. The rolling terrain and thick full leaf cover of the woods afford protection from thermal effects.
- (c) Obstacles. The KOPSTAN, PUKAN, and LARUNA Rivers are unfordable with soft soil in valleys and restrict flank movements. The TAKASAN Canal is unfordable, 12 to 15 meters wide with the upper banks 17 to 21 meters wide, and has a depth of about 3 meters. All small streams are fordable. The artificial obstacles (minefields, demolitions, and wire) on the enemy's west flank and south of Hill 321 (1457) restrict our maneuver and use of avenues of approach in that area. Above 200 meters elevation, the soil even when under cultivation is firm and capable of supporting heavy wheeled and tracked vehicles. In stream bottoms and below 200 meters elevation the wet soil will magnify the cratering effects of subsurface nuclear bursts. The soil will support light tracked and wheeled traffic if the turf is not destroyed. Terrain favors Aggressor use of persistent chemicals in the valley forward of his present position. Soil composition does not favor the production of high intensities of induced radiation. Woods will become obstacles in the event of blowdown or if set afire, and favor the use of persistent chemicals.

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- (d) Critical terrain features.
 - (1) Hill 412 (2048).
 - (2) High ground Hill 418 (1848)—Hill 407 (1846)—Hill 375 (1946).
 - (3) Hill 406 (1849) and PETROV Woods Ridge east thereof.
 - (4) Hill 408 (1651).
 - (5) Plateau BELLERIVE (1952).
 - (6) High ground in vicinity of BRAZOS Woods (1754).
 - (7) Hill 326 (1153).
 - (8) Ridge at 1055-1457.
- (e) Avenues of approach.
 - (1) Avenues of approach into our position:
 - Axis Hill 406—Hill 418.
 - Axis Hill 351 (2049)—Hill 412 (2048).
 - Axis LEON (1647)—GONA (1847)—OSTRO (2046).
 - (2) Avenues of approach into Aggressor position:
 - Axis Hill 412—BOLIVAR (1951)—Plateau BELLERIVE—high ground in vicinity of BRAZOS Woods—Hill 321—ridge west thereof.
 - Axis Hill 418—Hill 406—Hill 408—high ground in vicinity of BRAZOS Woods—Hill 321—ridge west thereof.
 - Axis Hill 418—Hill 406—Hill 408—Hill 282 (1251)—Hill 326—Hill 320 (1055)—ridge east thereof.
 - Axis LEON—Hill 363 (1251)—Hill 382 (1251)—Hill 326—Hill 320—ridge east thereof.
- 2. Effects on enemy operations.
 - (a) Aggressor held terrain favors defense in depth to the division objective. Aggressor has excellent observation over all avenues of approach and his flanks are protected by rivers on the east and artificial obstacles and river on the west.
 - (b) Best avenue of approach for an Aggressor attack is the axis LEON—GONA—OSTRO.
 - (c) Terrain favors Aggressor delivery of nuclear weapons by low-level air attack as long as he controls PETROV Woods Ridge.
- 3. Effects on our operations.
 - (a) Terrain does not favor our attack. Aggressor has excellent observation over his entire front and the approaches to all critical terrain features. His flanks are protected by excellent obstacles.
 - (b) (1) Best avenue of approach is axis Hill 418—Hill 406—Hill 408—Hill 282—Hill 326—Hill 320—ridge east thereof. This approach reaches dominating terrain early by crossing the saddles in vicinity of CRUZ (1849) and 1750,

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and avoids the deepest and steepest portions of the major cross compartments. The minefield in the CRUZ saddle is shallow. From Hill 408, this avenue of approach avoids cross compartments and the Aggressor positions on the high ground in vicinity of BRAZOS Woods. When the vicinity of 1352 is reached, the high ground all the way to the division objective reduces Aggressor's advantage in observation.

- (2) The axis LEON—Hill 263—Hill 282—Hill 326—Hill 320 is the best natural approach. However, enemy obstacles require a major engineer removal operation to make it usable.
- (3) The Hill 412—BOLIVAR—Plateau BELLERIVE, BRAZOS Woods—Hill 320 approach crosses 2 major and 1 minor cross compartments dominated by Aggressor positions before reaching BRAZOS Woods, and crosses a major open cross compartment containing extensive minefields before reaching Hill 320.
- (4) The Hill 418—Hill 406—Hill 408—BRAZOS Woods—Hill 321 avenue of approach crosses two cross compartments dominated by Aggressor positions before reaching BRAZOS Woods. The approach then crosses a major cross compartment containing extensive minefields.

(c) Sociology.

- 1. Existing situation. The area is primarily rural with numerous villages with present population of less than 100 each. Farmers are tenants on properties recently confiscated by Circle Trigon regime. The few large towns in the division zone are mining and market centers. Political and economic instability have resulted in widespread petty thievery, pilfering, bribery, and juvenile delinquency.
- 2. Effect on our operations. Security of installations and supplies will require strengthening. Discipline, law and order, and utilization of civilian labor may be adversely affected.

(d) Economics.

- 1. Existing situation. Near starvation conditions exist in the area. Black marketing and barter have replaced regular trade channels. Numerous coal mines exist in the area. Also, a power plant is situated in GRENADA. It is the source of electricity for LA PALOMA. Higher headquarters have requested that the mines and the power plant be safeguarded.

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2. Effect on our operations. Mines in the area should be placed off limits. Div Arty should be given location of power plant and should avoid damaging it.
- (e) Psychology.
1. Existing situation. Population consists mostly of semi-illiterate farmers and miners who are highly responsive to verbal and pictorial media appealing to love of earth and country. The population distrusts strangers and is quick to violent anger if property is apparently needlessly destroyed. Except for a fanatic core of Circle Trigon officials, the population is hostile to the regime and expects the UN forces to restore confiscated farm property immediately.
 2. Effect on our operations. The friendly attitude of the population will assist us, particularly as sources of information. They may be exploited to hinder Aggressor troop movements. Control of civilians to prevent interference with operations will be a problem.
- (2) Enemy situation.
- (a) Dispositions. See annex A to Intelligence Estimate No. 8.
 - (b) Composition. Aggressor forces opposing our division are estimated to be the 13th Rifle Div (42d, 43d, 47th Rifle Regt, 113th Med Tk Regt, Div Arty, and 113th Recon Bn). It is estimated that elements of the 540th Arty Bde and unidentified 205-mm gun howitzer battalion are available in the area. Elements of the 113th Recon Bn, not in battalion strength, have been identified on the west flank. Unidentified air defense units are defending crossings over the TAKASAN Canal in the area. Elements of the 8th Air Army and unidentified 300-mm gun, and missile brigade units are in support of Aggressor forces in the area.
 - (c) Strength.
 1. Locally available. Our division is opposed by approximately 6 rifle battalions supported by 4 artillery battalions, 1 mortar battalion, 1 antitank battalion, 1 air defense regiment, a proportionate share of a corps artillery brigade, and unknown elements of a 205-mm gun howitzer battalion.
 2. Reinforcements. Reinforcements available to Aggressor for commitment in our zone are an estimated rifle regiment and elements of a medium tank regiment (two medium tank companies and one 105-mm self-propelled gun company) located along the ridge extending from 1055 to 1557.
 3. Air and nuclear. 30th Army estimates there are 50 fighters, 40 attack aircraft, 30 bombers, and elements of one 300-mm gun battalion and one missile brigade within operational radius of our zone. 30th Army estimates that Aggressor can employ 20 nuclear weapons

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per month of from 0.5-KT to 100-KT yield within the army area.

(d) Recent and present significant activities. See annex A to Intelligence Estimate No. 8.

1. Aggressor forces occupy an excellent defensive area.
2. Aggressor is digging entrenchments, improving his positions throughout the area, and constructing artificial obstacles extensively.
3. For the past 10 days, about 2,000 impressed civilians have been constructing fortifications. Equipment has been stripped from mines for use in fortification construction.
4. 1st Corps reports that interrogation of prisoners of war indicates that Aggressor plans a determined defense to maintain a bridgehead south of the TAKASAN Canal.
5. Frontline Aggressor units have stubbornly maintained close contact, remaining as close as 100 meters to our leading elements.
6. Aggressor has used only 3 nuclear weapons in the corps area in the past 2 weeks. Targets were troop concentrations of at least battle group size.
7. Aggressor has made no attempt to advance beyond his present positions and has stubbornly resisted our advance.
8. A mechanized division is in contact with the 55th Inf Div.

(e) Peculiarities and weaknesses.

1. Personnel. Aggressor units opposing us are estimated to be at 70 percent authorized strength but with signal units only at about 50 percent of authorized strength. No replacements are expected to be available for at least 15 days. Shortage of signal personnel may reduce Aggressor's capability to react quickly.
2. Intelligence. Aggressor camouflage discipline is poor. Our estimates of his dispositions are usually accurate because of information from impressed civilians who have worked on Aggressor fortifications and have crossed into our lines. Aggressor has not taken any night aerial photographs in our area during the last 6 days.
3. Operations. Aggressor frequently shifts his units at night to different prepared supplementary positions that still control the avenues of approach leading to critical terrain. Skeleton forces are left to simulate activity in the former positions. Aggressor forces opposing us apparently do not have the normal supporting nondivisional field artillery, antitank artillery, or armored units, or any sizable reserves above division

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level. His close air support from higher headquarters is decreasing materially.

4. Logistics. Supplies, except artillery ammunition, are adequate for either attack or defense. A shortage of 120-mm howitzer artillery ammunition is expected to continue for about 15 days. There is a critical shortage of truck transport and POL supplies. This shortage may reduce Aggressor's ability to move his reserves rapidly.
 5. Civil affairs. The local population is hostile to the Aggressor forces and the Circle Trigon regime.
 6. Personalities. Gen of Div Jehan ORLIAC has reassumed command of the 12th Rifle Div after having been hospitalized for 6 weeks because of battle wounds. He has the reputation of being very stubborn and highly opinionated.
- (3) Own situation.
- (a) Strength. Infantry battle groups average approximately 90 percent authorized strength, except for the 5th BG, 65th Inf, which has one ineffective company and another at reduced strength.
 - (b) Composition. 20th Inf Div with 2d AW Bn (SP), 436th Arty, attached.
 - (c) Dispositions. See Annex A, Situation Overlay.
 - (d) Logistics. The 5th BG, 65th Inf, is short approximately 35 percent of its class II and IV equipment. The bulk of this shortage is in Co C (80 percent) and in the support company (25 percent). Allocation of nuclear weapons for 14 July is 1 BRAVO, 1 CHARLIE, 1 DELTA, and 1 ECHO. Available supply rate for 105-mm ammunition is 125; 4.2 inch mortar is 50; other types, no restriction.
 - (e) Morale. Excellent, except in 5th BG, 65th Inf, as a result of nuclear strike; somewhat low in 1st BG, 61st Inf, but believed to be a temporary condition.
 - (f) Status of training. Excellent.
 - (g) Combat efficiency. Excellent, except in 5th BG, 65th Inf, where it is poor, and 1st BG, 61st Inf, where it is fair.
 - (h) Reinforcements. CCA, 23d Armd Div. is in corps reserve.
- (4) Relative combat power. It is estimated that our force is somewhat superior to the enemy in maneuver strength, mobility, conventional fire support means, and the ability to react quickly. While our force is believed to be superior in nuclear weapons, the enemy has had ample opportunity to analyze targets and compute data to employ those weapons he does have. The enemy is disposed on terrain that is decidedly advantageous to him.

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b. Enemy capabilities.

(1) Enumeration. Aggressor can--

- (a) Attack now, along our front, with six rifle battalions supported by all available artillery, air, and nuclear weapons.
- (b) Defend now in present positions with six rifle battalions supported by all available artillery, air, and nuclear weapons.
- (c) Reinforce his attack or defense with all or part of the following units at the places and times indicated:

	Place	Motor	Foot
<u>1.</u> Estimated rifle regiment (-) in vicinity of 1256	160489	40 min ASM	4 hr 45 min ASM
	196507	1 hr ASM	7 hr 10 min ASM
<u>2.</u> Estimated rifle battalion in vicinity of JANINA	160489	50 min ASM	5 hr 25 min ASM
	196507	1 hr 5 min ASM	7 hr 45 min ASM
<u>3.</u> Estimated rifle battalion in vicinity of CELINA	160489	50 min ASM	5 hr 45 min ASM
	196507	1 hr ASM	6 hr 50 min ASM
<u>4.</u> Estimated medium tank regiment (-) in vicinity of 1256	160489	55 min ASM	----
	196507	1 hr 20 min ASM	----

- (d) Delay on present and successive positions to the CELINA (1557)—JANINA (1054) ridge.
 - (e) Withdraw any time north of the TAKASAN Canal.
 - (f) Employ within the 30th Army area an unknown number of nuclear weapons from 0.5-KT to 100-KT yield with delivery by air, rocket, cannon artillery, missile, and prepositioning.
 - (g) Employ chemicals at any time either independently or in conjunction with his other capabilities.
 - (h) 30th Army estimates that Aggressor can be expected to attack within the army area with as many as 100 fighter, 40 attack, and 30 bomber sorties daily. By massing aircraft within operational radius of 1st Corps, Aggressor can mount a maximum of 200 fighter, 80 attack, and 60 bomber sorties daily.
- (2) Probable course of action. Defend in his present position, reinforced by his division reserve and utilizing all available artillery, air, and nuclear weapons.

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(3) Vulnerabilities.

- (a) Lack of reserves above division level.
- (b) Shortages of 120-mm howitzer artillery ammunition.
- (c) Shortages of signal personnel, POL, and truck transport.
- (d) Understrength units and no replacements expected for 15 days.
- (e) Hostility of local population.

c. Own courses of action.

- (1) Attack 140430 July in the direction Hill 412 (2048)—Hill 351 (2049)—Plateau BELLERIVE—Hill 306 (1754)—Hill 321 (1457), seize Hill 321 and the ridge west thereof; employ nuclear weapons on the enemy positions on the south slope of Hill 351, on the south slope of Plateau BELLERIVE, and on the south slope of Hill 306.
- (2) Attack 140430 July in the direction Hill 418 (1848)—Hill 406 (1849)—Hill 408 (1651)—Hill 306 (1754)—Hill 321 (1457), seize Hill 321 and the ridge west thereof; employ nuclear weapons on the enemy positions on the south slope of Hill 406, on the south slope of Hill 408, and on the south slope of Hill 306.
- (3) Attack 140430 July in the direction Hill 418 (1848)—Hill 406 (1849)—Hill 408 (1651)—Hill 282 (1251)—Hill 326 (1153)—Hill 320 (1055), seize Hill 320 and the ridge east thereof; employ nuclear weapons on the enemy positions on the south slope of Hill 406, on the south slope of Hill 408, and on the southeast slope of Hill 282.

3. ANALYSIS OF OPPOSING COURSES OF ACTION

- a. (1) Aggressor's delay capability; his withdrawal capability, his nuclear capability, his air capability, and his CB capability do not materially affect our choice of a course of action.
- (2) Our dispositions are such that the threat of an enemy attack will not significantly affect or prevent necessary redistribution of our forces to implement any of our courses of action. If the enemy were to implement his attack capability prior to our attack, a decisive action would be fought near or on our present positions. It is doubtful if we have sufficient strength to defeat the enemy and concurrently launch a successful attack. Further, such an action would involve major changes in the enemy's dispositions and some changes in our dispositions, thereby causing us to face a new situation necessitating a revised estimate with new courses of action. In this situation, the enemy's attack capability does not affect our choice of a course of action to accomplish our mission.
- b. Course of action 1 (Attack Hill 412—Hill 351—Plateau BELLERIVE—Hill 306—Hill 321) versus:
 - (1) Aggressor defense. Our forces are disposed in such a manner that no major redistributions would be necessary to implement this course of action. Our main attack would traverse three areas (Hill 351, Plateau BELLERIVE, and Hill 306) each of which is defended by an estimated Aggressor battalion. Our initial

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attack would necessitate crossing a cross compartment to gain Hill 351 and an uphill attack against the Aggressor battalion on the south slope of that hill. Employment of a nuclear weapon should materially facilitate seizure of this ground. Target analyses reveal that either a BRAVO or a CHARLIE weapon could be used on this target. Either would achieve the minimum effects necessary to assist the seizure of the position. Neither a DELTA nor an ECHO could be used here for troop safety reasons. Some tree blowdown would occur, creating an obstacle to tanks and armored carriers. The success of the main attack against this position would depend to an extent on the ability of a secondary attack against Hill 406 to neutralize observation and fires from that area. Continuation of the main attack to the Plateau BELLERIVE would again necessitate traversing a major cross compartment and an uphill attack. Either a DELTA or an ECHO weapon would achieve minimum effects necessary to facilitate the seizure of this position. This phase of the main attack should be supported by the continuation of the secondary attack to Hill 408 to ensure seizure of dominating terrain in the center of the zone. The success of 2d Corps attack would influence our success to some degree. The next phase of the main attack would traverse a cross compartment in approaching Hill 306. To assist in seizing this position, an ECHO weapon would achieve good effects. A CHARLIE or a DELTA weapon would achieve barely minimum effects. In conjunction with this attack, a secondary attack should be employed toward Hill 326 to gain possession of the dominating terrain in the left portion of the zone. Considerable time would be required for this attack to occur. The main attack would next traverse a major cross compartment and extensive minefields under excellent enemy observation, while control of the high ground on the left would be the responsibility of a secondary attack force. In order to gain Hill 321 and roll up the objective ridge from the east, it would probably be necessary to employ a force larger than one battle group in the final phase of the main attack, together with employment of our reserve weapon. In addition, it would probably become necessary to request from corps one additional nuclear weapon from the corps reserve for employment in this area. The best combination of nuclear weapons for this course of action is a BRAVO on Hill 351, a DELTA on Plateau BELLERIVE, and an ECHO on Hill 306, leaving a CHARLIE in reserve. This course of action utilizes a direct route to the objective. It provides somewhat restricted maneuver room for 1 battle group in the main attack initially, and adequate maneuver room for 1 battle group in the secondary attack. It gives Aggressor the advantage of excellent observation of the approach of our main attack to Hill 321. It would depend for success on nuclear strikes and at least to a degree on the ability of a secondary attack to seize rapidly Hill 408

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and Hill 326 without nuclear support. The east flank of the main attack is protected by an unfordable obstacle.

- (2) Aggressor reinforcement of his defense. If Aggressor employed his reserve to reinforce his defense in the Plateau BELLERIVE area he could slow down the main attack which, due to the restricted maneuver area, could cause sufficient concentration to make the main attack extremely vulnerable to nuclear strikes. In any event it would be necessary either to commit additional combat power against him in that area, or to reinforce the secondary attack to move to Hill 306 and Hill 321. If Aggressor reinforced in the Hill 306 area, either the employment of additional force against him to gain that ground would be required, or it would be necessary to reinforce a secondary attack and commit it in the direction Hill 282—Hill 326—Hill 320 to seize Hill 320. If Aggressor reinforced in the Hill 408 area, he could canalize the main attack by holding terrain on the left flank. While he would not stop the main attack, additional combat power might be required to contain enemy forces in that area. This would ultimately favor the destruction of enemy forces in the Hill 408 area. If Aggressor reinforced in the Hill 282 or Hill 326 area, the seizure of the objective by the main attack would be facilitated. If he reinforced the objective area, either a strong frontal attack would be necessary against his forces on terrain favoring the defender, or the reinforcement and commitment of a secondary attack in the direction Hill 326—Hill 320 would be necessary.

c. Course of action 2 (Attack Hill 418—Hill 406—Hill 408—Hill 306—Hill 321) versus:

- (1) Aggressor defense. No major redispositions would be necessary to implement this course of action. Our main attack would traverse three areas (Hill 406, Hill 408, and Hill 306) each of which is defended by an estimated Aggressor battalion. Our attack from Hill 418 across the saddle to Hill 406 would allow us to take maximum advantage of high ground initially. An effective nuclear strike on Hill 406 would facilitate our advance. According to target analysis, a BRAVO weapon will achieve good effects on this target. (Neither a CHARLIE, a DELTA, nor an ECHO can be used on this target for troop safety reasons.) Having seized Hill 406, the main attack should be able to gain Hill 408 rapidly, although it would have to cross a relatively shallow mine belt en route to Hill 408. Any of our allocated weapons could be employed on the enemy positions on the south slope of Hill 408, although a CHARLIE weapon appears from target analysis to be most suitable. It would achieve good effects. Gaining Hill 408, our main attack would have gained control of the southern portion of the zone and have observation to our flanks. The action described thus far should be supported by a secondary attack to seize Hill 351 and

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Plateau BELLERIVE. The next phase of the attack—the advance from Hill 408 to Hill 306—traverses a cross compartment under Aggressor observation. It would be dependent for success on an effective nuclear strike on Hill 306. Containment or neutralization of the forces on Plateau BELLERIVE would be necessary. In order to obtain optimum effects on the enemy positions on Hill 306, an ECHO weapon should be employed. An additional secondary attack should be launched to seize Hill 326 to contain and neutralize enemy forces in that area and to secure the east flank of the main attack. The advance of the main attack force from Hill 306 to Hill 321 is across a wide cross compartment under excellent observation and across a mine belt. While initially employing one battle group in the main attack, it would probably become necessary to employ a larger force in the main attack in the last phase of the operation; the reserve nuclear weapon would undoubtedly have to be employed to facilitate the seizure of Hill 321 and to provide support for rolling up the objective from the east. In addition, it might become necessary to request an additional weapon from corps to support the final phase of the attack. The optimum combination of nuclear weapons and targets in this course of action is a BRAVO on Hill 406, a CHARLIE on Hill 408, and an ECHO on Hill 306, leaving one DELTA in reserve. This course of action takes good advantage of high ground initially; it is the most direct route to the division objective. In the latter phases of this attack, its success may depend on the employment of 1 or 2 additional nuclear weapons, and on an additional secondary attack in the eastern portion of the division zone.

- (2) Aggressor reinforcement of his defense. If Aggressor reinforced on Plateau BELLERIVE, the advance of the main attack and the seizure of Hill 321 would be facilitated; this would favor the destruction of enemy forces in the Plateau BELLERIVE area. If he reinforced on Hill 306; he could force us to commit additional combat power against him to gain that ground, or to reinforce and commit a secondary attack in the direction Hill 282—Hill 320 to seize Hill 320. If he reinforced in the Hill 408-area, he could slow the main attack and cause us either to use additional force in that area, or to reinforce and commit the secondary attack to seize Plateau BELLERIVE, Hill 306, and Hill 321. If he reinforced the objective area, either a strong frontal attack would be necessary against his forces on terrain favoring the defender, or the reinforcement and commitment of a secondary attack in the direction Hill 326—Hill 320 would be indicated. If he reinforced in the Hill 282 or Hill 326 area, the seizure of Hill 321 would be facilitated.

d. Course of action 3. (Attack Hill 418—Hill 406—Hill 408—Hill 282—Hill 326—Hill 320) versus:

- (1) Aggressor defense. No major redispositions would be necessary

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to implement this course of action. Our main attack would traverse three areas (Hill 406, Hill 408, and Hill 282), each of which is defended by an estimated Aggressor battalion. From Hill 418 to Hill 408, the same considerations apply to this course of action as to course of action 2. From Hill 408 to Hill 282, the main attack would be required to cross a saddle which contains open, park-like woods against the Aggressor positions on Hill 282. Either a DELTA or an ECHO weapon would achieve necessary results against this target; a DELTA is the optimum. Some tree blowdown would occur; however this could easily be bypassed. The secondary attack, after seizure of Plateau BELLERIVE, should proceed to seize the high ground Hill 306. The main attack after seizure of Hill 282 would proceed along high ground to Hill 320 and would be in a position to roll up the objective area. It might become necessary, however, to request an additional weapon from corps to facilitate rapid seizure of the objective area. In this course of action, changes of direction in the main attack are necessary. This course of action, if executed with speed, would provide an excellent opportunity to destroy the enemy along the approaches to and on the division objective. It provides maneuver room for 1 battle group in the main attack and 1 battle group in the secondary attack. It makes maximum use of terrain by employing the best avenue of approach to the objective. The optimum combination of nuclear weapons in this course of action is 1 BRAVO on Hill 406, CHARLIE on Hill 408, and 1 DELTA on Hill 282, leaving the largest weapon, the ECHO, in reserve.

- a. (2) Aggressor reinforcement of his defense. If Aggressor reinforced on Plateau BELLERIVE, the advance of the main attack, the seizure of Hill 320, and the destruction of the enemy in zone would be facilitated. The same would be true if he reinforced on Hill 306. If he reinforced on Hill 408, however, either the commitment of additional combat power in this area would be required, or the secondary attack would have to be reinforced to advance in the direction Plateau BELLERIVE—Hill 306—Hill 321 to seize Hill 321. If he reinforced in the Hill 282 area, the Hill 326 area, or the objective area, he would slow the main attack; however, terrain does not favor his defense in this area to the extent that it does on Plateau BELLERIVE or Hill 306 areas.

4. COMPARISON OF OWN COURSES OF ACTION¹

- a. Course of action 1.

- (1) Advantages.

- (a) Has east flank of the main attack protected by an obstacle throughout the attack.

¹ The following paragraph 4 (on p. 161) is an example of the second method (discussion of major considerations) which may be used as discussed in chapter 6, paragraph 6.8.

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- (b) Avoids mined areas until it approaches the division objective.
- (c) Is a reasonably direct route to the objective.
- (2) Disadvantages.
 - (a) Main attack crosses four cross compartments; Aggressor has good observation of our main attack throughout its progress.
 - (b) Maneuver room for the main attack is somewhat restricted.
 - (c) Main attack must traverse an area in which some tree blow-down would occur (vicinity of Hill 351).
 - (d) Success of the main attack, during its most critical phases, may depend on success of the secondary attack which is unsupported by nuclear fires. Success is also dependent, to a degree, on the advance of 2d Corps.
 - (e) Aggressor reinforcement in the Plateau BELLERIVE area could seriously delay or stop the main attack and force us to employ additional combat power. Reinforcement in the Hill 306 area or the Hill 321 area could delay the main attack and force us to employ additional combat power.
 - (f) Offers little opportunity to destroy enemy in zone.
 - (g) Main attack forces can be canalized along the TAKASAN Canal and made vulnerable to nuclear attack.
 - (h) Nuclear weapons provide only minimum necessary effects. A CHARLIE weapon is left in reserve.
- b. Course of action 2.
 - (1) Advantages.
 - (a) Seizes critical Hill 408 early in the attack.
 - (b) Affords opportunity to destroy enemy in the Plateau BELLERIVE area.
 - (c) Is direct route to the division objective; minimum change in direction of the main attack.
 - (d) Allows nuclear weapons to be used with good effects, although it leaves a DELTA weapon in reserve.
 - (2) Disadvantages.
 - (a) Crosses 4 cross compartments, 2 of which are minor.
 - (b) Crosses 2 mine belts—1 enroute to Hill 408, and 1 as it approaches the division objective.
 - (c) Aggressor reinforcement in the Hill 408 area could seriously delay the main attack and force employment of additional combat power. Aggressor reinforcement in the Hill 306 area could delay the main attack and force employment of additional combat power.
- c. Course of action 3.
 - (1) Advantages.
 - (a) Follows high ground to the objective, although initially crossing two minor cross compartments. Insures seizure of critical Hill 408 early in the attack.
 - (b) Avoids artificial obstacles, except for the shallow mine belt in the Hill 408 area.

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- (c) Affords an excellent opportunity to destroy enemy in zone.
- (d) Allows good results to be obtained from nuclear weapons; leaves an ECHO weapon in reserve.

(2) Disadvantages.

- (a) Requires two changes in direction for the main attack force.
- (b) Longest route to the division objective.
- (c) Aggressor reinforcement in the Hill 408 area could seriously delay progress of the main attack and force us to employ additional combat power. Reinforcement in the Hill 282, Hill 326, or objective areas could delay the progress of the main attack somewhat and might necessitate employment of additional combat power.

d. Discussion. Course of action 1 takes advantage of the unfordable obstacle to secure the right flank of the main attack. However, maneuver room for the main attack in this course of action is restricted and the main attack is subject to canalizing and vulnerability to enemy nuclear weapons. There is adequate maneuver room for the main attack in both course of action 2 and course of action 3. Although course of action 3 is longest and most circuitous, it follows high ground to the objective and avoids obstacles to the maximum extent. If conducted with speed, course of action 3 offers the best and course of action 2 next best, opportunity to destroy enemy in zone. Secondary attacks contribute to the success of the main attack in each course of action; however, course of action 1 is dependent to a significant degree on the success of a secondary attack. When the enemy's ability to reinforce his defense is considered, course of action 3 emerges as superior to course of action 2 since the enemy's reinforcement capability would have least serious effects on this course of action. Course of action 2 is superior to course of action 1 in this regard. From the point of view of the employment of nuclear weapons course of action 3 is superior since it uses nuclear weapons effectively on Hill 406 and 408 (as does course of action 2) and requires only a DELTA weapon on call for use on the enemy positions on Hill 282. Course of action 1 is decidedly inferior in this regard.

e. Conclusion. Course of action 3 is superior to course of action 2; course of action 2 is superior to course of action 1.

5. DECISION

Division attacks 140430 July with the 2d BG, 62d Inf, on the west, and the 1st BG, 61st Inf, on the east, destroys enemy in zone, denies the area south of the TAKASAN Canal to the enemy, and protects the corps east flank. 2d BG, 62d Inf, makes the main attack in the direction Hill 418—Hill 406—Hill 408—Hill 282—Hill 326—Hill 320, seizes Hill 320. Nuclear preparation will include 1 BRAVO weapon on enemy positions on Hill 406 and 1 CHARLIE weapon on Hill 408; 1 DELTA weapon will be fired on enemy positions on Hill 282 on call.

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Annex A—Situation overlay (omitted)

/s/Hay
HAY
Maj Gen

4. COMPARISON OF OWN COURSES OF ACTION

a. The major considerations involved in this comparison are terrain, Aggressor's capability to reinforce his defense, and nuclear weapons employment.

b. Terrain.

(1) Course of action 1.

(a) Advantages.

1. Has east flank of the main attack protected by an obstacle throughout the attack.
2. Avoids mined areas until it approaches the division objective.
3. Is a reasonably direct route to the objective.

(b) Disadvantages.

1. Main attack crosses four cross compartments; Aggressor has good observation of our main attack throughout its progress.
2. Maneuver room for the main attack is somewhat restricted.
3. Main attack must traverse an area in which some tree blowdown would occur (vicinity of Hill 351).
4. Success of main attack depends on seizure of key terrain by secondary attack.
5. Avenue of approach provides little opportunity to destroy enemy; would push him back on his axis.

(2) Course of action 2.

(a) Advantages.

1. Seizes Hill 408 early in the attack.
2. Avenue of approach is such that enemy on Plateau BEL-LERIVE could be trapped and destroyed.
3. Direct route to objective; minimum change in direction of attack.

(b) Disadvantages.

1. Crosses four cross compartments, two of which are minor.
2. Crosses two mine belts—1 enroute to Hill 408 and one approaching the objective.

(3) Course of action 3.

(a) Advantages.

1. Follows high ground to the objective, although initially crossing two minor cross compartments. Insures seizure of Hill 408 early in the attack.
2. Avoids artificial obstacles, except for the shallow mine belt in the Hill 408 area.

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- 3. Interferes with natural enemy avenue of withdrawal.
- 4. Affords an excellent opportunity to destroy enemy in zone.

(b) Disadvantages.

- 1. Requires two changes in direction for the main attack force.
- 2. Longest route to the division objective.

- (4) From an overall terrain point of view, movement is decidedly difficult in course of action 1, and is only slightly less so in course of action 2. The advantage of canal as right flank protection in course of action 1 is negated by lack of maneuver room and the dependence on a secondary attack force to seize critical terrain in order for the main attack to advance. These latter disadvantages do not pertain to course of action 2. In both these courses of action, the directness of the routes to the objective become questionable as advantages when it is considered that the configuration of each avenue of approach is such that the enemy would be pushed almost straight back toward the objective and (except for the forces of Plateau BELLERIVE in course of action 2) would be allowed to escape. The avenue of approach in course of action 3 is longer but provides for more ease and rapidity of movement, follows the highest ground, and provides ample maneuver room. Its configuration is such that destruction of the enemy should be achieved. The changes in direction of this avenue of approach is considered to be a minor disadvantage. From the point of view of terrain, C/A 3 is superior.

c. Aggressor's capability to reinforce his defense.

(1) Course of action 1.

- (a) Advantages.
- (b) Disadvantages.

- 1. Aggressor reinforcement in the Plateau BELLERIVE area could seriously delay or stop the main attack and force us to employ additional combat power. Reinforcement in the Hill 306 area or the Hill 321 area could delay the main attack and force us to employ additional combat power.
- 2. Main attack forces can be canalized and made vulnerable to nuclear attack.

(2) Course of action 2.

- (a) Advantages.
- (b) Disadvantages.

- 1. Aggressor reinforcement in the Hill 408 area could seriously delay the main attack and force employment of additional combat power. Aggressor reinforcement in the Hill 306 area could delay the main attack and force employment of additional combat power.

(3) Course of action 3.

- (a) Advantages.

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(b) Disadvantages.

1. Aggressor reinforcement in the Hill 408 area could seriously delay progress of the main attack and force us to employ additional combat power. Reinforcement in the Hill 282, Hill 326, or objective areas could delay the progress of the main attack somewhat and might necessitate employment of additional combat power.

- (4) While the enemy can reinforce in approximately equal strength in each course of action, his reinforcement would have the most serious effects on course of action 1 because he could canalize the main attack force against the TAKASAN Canal and might destroy that force. He could slow the accomplishment of the mission in course of action 2, but probably could not seriously threaten the integrity of the main attack or prevent the accomplishment of our mission. Adequate maneuver room exists on this course of action, and additional combat power would overcome this reinforcement capability, although some time might be consumed in doing so. Course of action 3 provides the best terrain for the main attack and the least favorable for the enemy to exercise his reinforcing capability. For this reason, this capability would have the least effect on course of action 3.

d. Employment of nuclear weapons.

(1) Course of action 1.

(a) Advantages.

(b) Disadvantages.

1. Nuclear weapons provide only minimum necessary effects.
A CHARLIE weapon is left in reserve.

(2) Course of action 2.

(a) Advantages.

1. Allows nuclear weapons to be used with good effects, although it leaves a DELTA in reserve.

(b) Disadvantages.

(3) Course of action 3.

(a) Advantages.

1. Allows good results to be obtained from nuclear weapons; leaves an ECHO weapon in reserve.

(b) Disadvantages.

- (4) While good effects are achieved in both courses of action 2 and 3, course of action 3 is superior because it leaves an ECHO weapon in reserve rather than a DELTA. Course of action 1 achieves only minimum weapons effects. Course of action 3 is superior in this regard.

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Example 2. Army Commander's Estimate of the Situation

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1st Allied Army
 CORLU (41°09'N, 27°48'E), TURKEY
 1 Jun 19____

COMMANDER'S ESTIMATE OF THE SITUATION

Reference: Maps, EUROPE (Air), 1:500,000, Sheets BRASOV (NE 44/22),
 BUCRESTI (NE 44/26), SOFIA (NE 42/22), VARNA (NE 42/26),
 THESSALONIKI (NE 40/22), and ISTANBUL (NE 40/26).

1. MISSION

1st Allied Army seizes and defends an area in European TURKEY, GREECE, and BULGARIA sufficient to support future operations into Aggressor homeland; prepares to conduct offensive operations to the north in the direction of ODESSA on order.

2. THE SITUATION AND COURSES OF ACTION

a. Considerations affecting the possible courses of action.

(1) Characteristics of the area of operations.

(a) Weather.

1. Existing Situation. During the period from 15-19 June the weather will be fair and hot. Visibility will be unrestricted except during early afternoon when observation will be restricted to three miles by light haze which will lift by 1500 daily. Temperature range 70° F to 88° F. Effective winds for yields of tactical interest are usually 10 knots from the west. Surface winds west to southeast 5-10 MPH in the SOFIA, PLOVDIV, EDIRNE Valley and from the east 2-5 MPH along the BLACK Sea coast.

2. Effect on enemy operations. If Aggressor defends, clear weather and unrestricted visibility (except during the light haze early each afternoon) will afford good observation over avenues of approach into his position and permit maximum use of artillery and aviation. Good cross-country trafficability facilitates ground movement of reserves, while clear weather permits airmobile operations. If Aggressor attacks, early afternoon haze will permit the movement of reinforcements unobserved. Unrestricted visibility during most of the period favors employment of artillery and air power. Good cross-country trafficability favors employment of tracked and wheeled vehicles. Wind direction in the SOFIA-PLOVDIV-EDIRNE Valley favors Aggressor's use of smoke. Winds favor Aggressor use of CB agents and fallout. Weather favors Aggressor use of nuclear weapons.

3. Effect on our operations. Limited visibility in the early afternoon will permit the movement of our reserves toward Aggressor's position unobserved. Fair weather during most of the period will favor us by

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permitting maximum exploitation of our superiority in air and artillery. Good cross-country traffic-ability will facilitate the movement of our tracked and wheeled vehicles, weather will facilitate air mobile operations. Wind direction does not favor our use of smoke. Winds do not favor our use of fallout. Weather favors our use of airburst nuclear weapons.

(b) Terrain.

1. Existing situation.

(a) Observation and fire. Observation in the open terrain south of the STARA PLANINA is excellent. Observation in the DANUBIAN tablelands is excellent. In the mountainous regions Aggressor has dominant observation over the key passes. Fields of fire are good to excellent in the plains areas, restricted only by the wooded areas and villages. In the mountains fields of fire are poor for flat trajectory weapons, but fair to good for high-angle fires.

(b) Concealment and cover. The CARPATHIAN Mountains, the RHODOPE Mountains, south of PLOVDIV and SOFIA, and the STARA PLANINA provide excellent cover and concealment in the many small gorges and narrow valleys, however, little cover and concealment is available on the approaches to the passes across the mountains. In the plains areas of the MARITZA Valley and the DANUBIAN tablelands cover and concealment is poor. The rugged terrain and thick full leaf cover in the mountains afford moderate to good protection from thermal effects of nuclear weapons. There is little natural protection from the effects of nuclear weapons available in the plains areas.

(c) Obstacles.

(1) Drainage system.

- (a) DANUBE River with north and south feeding tributaries.
- (b) MARITSA River.
- (c) STRAUMA River.
- (d) TUNDZHA River.
- (e) ISKR River.
- (f) Most tributary rivers during periods of heavy rainfall.
- (g) Marshy areas along DANUBE and MARITSA Rivers.
- (h) BLACK Sea to the east.

(2) Relief. The RHODOPE and CARPATHIAN Mountains together with the STARA PLANINA and the SREDNA GORA are formidable obstacles. The few routes

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through these areas frequently traverse narrow gorges which are easily defended or are easily rendered obstacles by the judicious use of demolitions. Movement of mechanized or motorized formations, or armor through the mountains is extremely hazardous and vulnerable. Ice in the winter increases this hazard. The BLACK Sea offers some protection to the east flank as a water barrier.

- (3) Vegetation. Trees and scrub forests in highlands present obstacles to the movement of all but individuals, light vehicles, and small units.
- (4) Surface materials. Trafficability is good except in larger valleys such as the DANUBE where clay and loam reduce trafficability for all except tracked vehicles. Marshy areas bordering larger streams are impassable for wheeled and tracked vehicles.
- (5) Manmade features. Road and railroad fills and gorges are potential obstacles. Narrow, winding streets in most towns and villages will restrict passage of wheeled and tracked vehicles.
- (d) Key terrain features.
 - (1) SOFIA.
 - (2) PLOVDIV.
 - (3) STARA ZAGORA and KAZANLIK Pass.
 - (4) SLIVEN Pass.
 - (5) ALEXANDROUPOLIS Port and beaches.
 - (6) Railroad from ALEXANDROUPOLIS to EDIRNE.
 - (7) EDIRNE.
 - (8) BOSPORUS and ISTANBUL.
- (e) Avenues of approach.
 - (1) Available to Aggressor:
 - (a) Into our present positions along the Turkey-Bulgaria border:
 - 1. EDIRNE—ISTANBUL,
 - 2. EDIRNE—ALEXANDROUPOLIS.
 - 3. MOMCHILGRAD—KOMOTINI—ALEXANDROUPOLIS.
 - 4. Amphibious operation to the BOSPORUS and ISTANBUL.
 - (b) Into our position along STARA PLANINA or along DANUBE River:
 - 1. VIDIN—SOFIA—PLOVDIV—EDIRNE—ISTANBUL or ALEXANDROUPOLIS.
 - 2. PLEVEN—RUS—STARA ZAGORA—EDIRNE—ISTANBUL or ALEXANDROUPOLIS.
 - 3. TURTUCAIA—SHUMEN—SLIVEN—EDIRNE—ISTANBUL or ALEXANDROUPOLIS.

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4. Amphibious operation using BLACK Sea to BURGAS or BOSPORUS and ISTANBUL.
- (2) Available to Allied forces into Aggressor position:
 - (a) EDIRNE—STARA ZAGORA—KAZANLK Pass.
 - (b) EDIRNE—SLIVEN—SHUMEN—RUS.
 - (c) ISTANBUL by amphibious landing to BURGAS or VARNA.
- (3) Road net is adequate for both Aggressor and our forces. In RUMANIA and BULGARIA the best transportation net lies east and west.
2. Effect on enemy operations.
 - (a) Terrain now occupied by Aggressor is not ideally suited for defensive operations; however, the varied nature of the ground, integrated with the river net, facilitates the conduct of a defense on successive positions north to the STARA PLANINA which forms one of the strongest defensive positions in BULGARIA. The few major passes through the STARA PLANINA are easily defended by relatively small units and can be closed with facility by the judicious use of conventional or atomic demolitions. The one disadvantage of the STARA PLANINA to Aggressor is the presence of the DANUBE River to the immediate rear; however, the DANUBE presents a formidable obstacle on which to base a defensive operation since approaches to the river are relatively flat and lateral movement is curtailed by the drainage system and marshes adjacent to the river. Amphibious operations via the BLACK Sea are an everpresent capability which would threaten the flank of the defender if conducted successfully.
 - (b) Aggressor's best land avenue of approach is in the direction of EDIRNE—ALEXANDROUPOLIS. His best approach is by amphibious assault from along the BLACK Sea coast to the BOSPORUS and ISTANBUL.
3. Effect on own operations.
 - (a) The relatively open terrain south of the STARA PLANINA facilitates the conduct of offensive operations though somewhat hampered by the drainage systems. Offensive operations against the STARA PLANINA from the south are most disadvantageous. Amphibious operations can facilitate our advance. The DANUBE River position held by Aggressor will be formidable if crossing the DANUBE is required to accomplish the army mission. Terrain favors defense of the STARA PLANINA or DANUBE positions once seized

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by Allied forces. The BLACK Sea approach offers decided advantages to Allied offensive action.

- (b) The best land approach to the STARA PLANINA and the DANUBE River is in the direction EDIRNE—SLIVEN—SHUMEN—RUS.

(c) Sociology.

1. Existing situation. The area is primarily rural. Present population of villages is less than 100 each. Farmers are tenants on properties confiscated by Aggressor regime. Petty thievery, pilfering, bribery, and juvenile delinquency are increasing.
2. Effect on our operations. Security of installations and supplies will be required. Discipline, law and order, and use of civilian labor may be adversely affected.

(d) Economics.

1. Existing situation. Black marketing and bartering have replaced regular trade channels. Factories and plants in the area are vital to the economic well-being of the countries.
2. Effect on our operations. Damage to factories and plants must be avoided if at all possible.

(e) Psychology.

1. Existing situation. Population consists mostly of farmers who are highly responsive to verbal and pictorial media appealing to love of earth and country. Except for a fanatic core of Circle Trigon officials, the population is hostile to the regime and expects UN forces to restore confiscated farm property immediately.
2. Effect on our operation. The friendly attitude of the population will assist us, particularly as sources of information. The people may be exploited to hinder Aggressor troop movements. Control of civilians to prevent interference with our operations will be a problem.

(2) Enemy situation.

- (a) Dispositions. Annex A, Situation Overlay.

- (b) Composition. Aggressor forces opposing us consist of—

6th Rifle Army
 6th Rifle Corps
 7th Rifle Div
 11th Rifle Div
 2d Mech Div
 5th Rifle Corps
 15th Rifle Div
 18th Rifle Div
 23d Rifle Div
 5th Mech Div

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9th Rifle Army
 2d Corps
 87th Rifle Div
 ? Rifle Div
 ? Rifle Div
 34th Mech Div
 17th Corps (north of DANUBE)
 ? Rifle Div
 ? Rifle Div
 ? Rifle Div
 2d Rifle Army (west of ODESSA)
 3d Corps
 ? Rifle Div
 ? Rifle Div
 ? Rifle Div
 9th Corps
 ? Rifle Div
 ? Rifle Div
 ? Mech Div

It is estimated that the artillery supporting these forces is the normal division and corps organic artillery. In addition, elements of an artillery division have been reported in the area, presumably in support of Aggressor 6th Rifle Army. Aggressor 19th Air Army is supporting forces in our area.

(c) Strength.

1. Committed forces. 1st Allied Army is opposed by three rifle divisions and two mechanized divisions. It is estimated that these divisions are supported by their organic artillery and by 27 battalions of nondivisional artillery, two 160-mm mortar battalions, two 240-mm rocket battalions, two guided missile regiments, and an unknown number of very heavy artillery and free rocket (nuclear) units.
2. Reinforcements. Reinforcements available to Aggressor for commitment in the zone of 1st Allied Army are:
 - (a) 87th Rifle Div vic SOFIA.
 - (b) Unidentified rifle division vic FERDINAND.
 - (c) Unidentified rifle division vic SHUMEN.
 - (d) 34th Mech Div at LOVECH.
 - (e) Aggressor 17th Corps immediately north of the DANUBE River.
 - (f) Aggressor 2d Rifle Army west of ODESSA.
3. Air and nuclear. 9th TAF estimates that Aggressor air strength available to support forces opposing 1st Allied Army consists of 100 fighter aircraft, 100 ground attack aircraft, and 50 bombers. It is estimated that for the next 30 days Aggressor 6th Rifle Army has available for tactical use 45-60 nuclear weapons of from 2 KT to 500

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KT yields with delivery by artillery, guided missile, free rocket, and aircraft as well as a capability of prepositioning during defense and retrograde operations.

(d) Recent and present significant activities.

1. Aggressor has emplaced a substantial number of mine-fields and barbed wire entanglements in the MARITSA and TUNDZHA River valleys.
2. Air photos and patrol activity indicate that Aggressor occupies well dug-in positions along the BULGARIA—TURKEY Border and along the BULGARIA—GREECE border; furthermore, he continues to improve his positions daily.
3. Line-crossers report and air photos confirm the presence of a considerable number of fortifications and obstacles in the STARA PLANINA passes at ETROPOLE—ZIATITSA, KAZANLK, SLIVEN, and FERDINAND.
4. Aggressor continues to patrol actively the present line of contact in the vicinity of EDIREN and KOMOTINI. Patrols from the 5th Mech Div have been identified north of KOMOTINI.
5. For the past 30 days no change in volume and direction of traffic across the DANUBE River bridges has been observed. Railroads as far south as ELKHOVO, SIMEONOVGRAD, and KHASKOVO have been used for the transportation of Aggressor supplies and personnel.
6. Latest POW reports indicate that Aggressor guided missile units have recently moved into KHASKOVO, TOPOLOVGRAD, and YAMBOL. No reports of the firing missiles have been received from friendly units.
7. Air reconnaissance reports indicate the presence of a considerable number of well-dispersed Aggressor supply installations in the vicinity of PLOVDIV, STARA ZAGORA, and SLIVEN.
8. Aggressor reserve units are well dispersed and apparently shift positions at short and nonuniform intervals.
9. Registration of very heavy artillery has occurred along the present position at infrequent intervals.
10. Defensive positions have been constructed or are being constructed as shown on overlay (Annex A).
11. Continuous work appears to be in progress on railroads and roads in enemy territory.
12. POW's state that an amphibious training school has been established in vicinity of VARNA.
13. During the past two weeks, air reconnaissance has observed approximately 20 landing craft similar to LCM operating daily in the vicinity of VARNA. Naval intelligence estimates that Aggressor craft presently at VARNA can lift no more than one rifle regiment. Reports indicate that efforts are being made to assemble

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additional craft to permit the lifting of one Aggressor division.

14. Reliable agencies report that recent replacements received by Aggressor 2d Corps are poorly trained, the majority coming from homeland security units.
 15. It has been characteristic of Aggressor to employ infiltration to establish guerrilla forces in rear areas. Small guerrilla forces have attacked supply installations and convoys twice in the vicinity of ORESTIAS and EDIRNE in the past four days.
 16. Aggressor has manufactured large quantities of chemical agents and has stored them in strategic localities. No movement of stocks into this theater has been reported.
 17. Aggressor has been impressing civilian labor to work on field fortifications in the STARA PLANINA and DANUBE Valley.
- (e) Peculiarities and weaknesses.
1. Personnel. Reliable reports indicate that recent Aggressor replacements are poorly trained and have come from homeland security units. Surrender and desertion rates are highest in 5th Corps.
 2. Intelligence. Aggressor's principal information gathering agencies have been light aircraft and ground patrols.
 3. Operations. The east flank is assailable especially by means of an amphibious envelopment. Although reserves (unidentified rifle division at SHUMEN) are available to extend this flank, it is believed that this division is not motorized and positions along the BLACK Sea have not been prepared. 2d Corps appears to be committed to rehabilitating and training its divisions and improving barriers and fortifications in the STARA PLANINA. It is estimated that 2d Corps is not prepared for offensive action at the present.
 4. Logistics. Supplies are apparently adequate for conduct of either offensive or defensive operations. There appears to be a shortage of truck transportation and an increased dependence during the past month on movement of personnel and supplies by rail.
 5. Civil affairs. The local population is hostile to the Aggressor forces and the present regime.
 6. Personalities. General of Corps CARLOS TORRES has recently arrived in the theater and has assumed command of 2d Rifle Corps. He is reputed to be an expert on mountain operations.

(3) Own Situation.

- (a) Dispositions. Annex A, Situation Overlay.

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- (b) Composition. See 1st Allied Army troop list.
- (c) Strength. There are no critical shortages of personnel among 1st Allied Army units. Annex B, Allocation of Nuclear Weapons.
- (d) Morale. Excellent.
- (e) Status of training. Combat troops are well trained. Corps and army headquarters have only been recently organized and can be expected to operate at less than desired efficiency initially.
- (f) Logistics. The operation can be supported logistically. Normal logistical support can be provided except that supply levels will not be at optimum before the contemplated operations.
- (g) Combat efficiency. US and Turkish divisions lack combat experience.
- (4) Relative combat power. It is estimated that our force is somewhat superior to the enemy in maneuver strength, mobility, fire support means, and the ability to act quickly. While it is believed that our force has the advantage in nuclear weapons, the enemy has had ample opportunity to analyze targets and compute data to employ his weapons with maximum effectiveness. Enemy initial positions afford him an advantage and he will possess a marked advantage in the mountainous regions.

b. Enemy capabilities.

- (1) Enumeration. Aggressor can—
 - (a) Attack now along our front with three rifle divisions and two mechanized divisions supported by all available artillery, air, and nuclear weapons.
 - (b) Attack now with three rifle divisions and two mechanized divisions supported by all available artillery, air, and nuclear weapons in the direction of EDIRNE—ISTANBUL.
 - (c) Attack now with three rifle divisions and two mechanized divisions supported by all available artillery, air, and nuclear weapons in the direction of EDIRNE—LAVARA—ALEXANDROUPOLIS.
 - (d) Attack with three rifle divisions and two mechanized divisions supported by all available artillery, air, and nuclear weapons in the direction of MOMCHILGRAD—KOMOTINI—ALEXANDROUPOLIS.
 - (e) Envelop our east flank with an amphibious or airmobile force of approximately one regiment supported by all available artillery, air, and nuclear weapons.
 - (f) Continue current defense with three rifle divisions and two mechanized divisions now in contact supported by all available artillery, air, and nuclear weapons.
 - (g) Delay in present positions and successive positions to the STARA PLANINA.

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(h) Withdraw to the STARA PLANINA or the DANUBE River at any time.

(i) Reinforce his attack or defense with all or part of the following units at the places and times indicated.

<u>Unit</u>	<u>Place</u>	<u>Motor</u>	<u>Foot</u>
Unidentified rifle div vic SHUMEN	Vic ELKHOVO	7 hours after starting movement	3 days after starting movement
34th Mech Div vic LOVECH	Vic SVILENGRAD	7 hours after starting movement	
	Vic MOMCHILGRAD	10 hours after starting movement	
87th Rifle Div vic SOFIA	Vic MOMCHILGRAD	6 hours after starting movement	2½ days after starting movement
Unidentified rifle div vic FERDINAND	Vic SVILENGRAD	9 hours after starting movement	4 days after starting movement
17th Corps north of DANUBE	Vic YAMBOL	Within 1 day	
2d Rifle Army west of ODESSA	Vic SIMEONOVGRAD	Within 3 days	

(j) Infiltrate at any time to establish guerrilla forces in rear areas.

(k) Based on an estimated strength of 100 fighters, 100 ground attack aircraft and 50 bombers, attack the 1st Allied Army area with a maximum of 200 fighter sorties, 200 ground attack, and 50 bomber sorties daily.

(1) Employ within the army sector at any time an estimated 45 to 60 nuclear weapons of from 2 KT to 500 KT yield with delivery by air, guided missile, or free rocket, and very heavy artillery. Aggressor also can preposition nuclear weapons.

(2) Probable course of action.

(a) Continue current defense using all available artillery, air, and nuclear weapons simultaneously with the employment of guerrillas in our rear areas.

(b) Attack in the direction MOMCHILGRAD--KOMOTINI--ALEXANDROU--POLIS supported by all available air, artillery, and nuclear simultaneously with the employment of guerrillas in our rear areas.

(3) Vulnerabilities.

(a) Reserves are poorly trained.

(b) 2d Corps is committed to training, rehabilitation, and improvement of the STARA PLANINA defensive positions. It appears doubtful that 2d Corps is prepared for offensive action.

(c) East flank is assailable to an amphibious development.

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c. Own courses of action.

- (1) Course of action one—defend present positions.
- (2) Course of action two—attack to seize and defend the STARA PLANINA.
- (3) Course of action three—attack to seize and defend the DANUBE River line.

3. ANALYSIS OF OPPOSING COURSE OF ACTION

- a. (1) Aggressor's amphibious capability, his airmobile capability, his nuclear capability, and his air capability do not materially affect our choice of a course of action.
- (2) Aggressor lacks sufficient force to launch a major offensive from present position unless substantially reinforced. If the enemy attacks our present positions with forces available, he will enjoy limited success; however, our preponderance of nuclear weapons and our air superiority will permit rapid attrition of his exposed forces. Such action would materially assist in our initial defensive and our future offensive operations. If the enemy should exercise any one of his attack capabilities, the most critical to our overall mission is an attack in the direction MOMCHILGRAD—KOMOTINI—ALEXANDROUPOLIS and the seizure of our best port (ALEXANDROUPOLIS) and adjacent beaches. The enemy's attack capability does not affect our choice of a course of action to accomplish our mission.
- (3) The enemy capability to infiltrate combat troops as well as to use guerrilla and bypassed forces will affect all courses of action to a degree commensurate with the length of the line of communication and area of responsibility. As operations approach the DANUBE with correspondingly long lines of communication, infiltration and guerrilla operations as well as operations of bypassed forces by Aggressor will more effectively hinder our operations, possibly to the extent of diverting combat troops to rear area security missions.
- b. Course of action one (defend present position) versus—
 - (1) Aggressor defense. If the enemy defends in his present positions, it will assist our initial defense but will deter to some degree future offensive operations by permitting Aggressor to remain in well-prepared defensive positions and affording him additional time to improve those positions.
 - (2) Aggressor delay. Delay in present position and successive positions to the STARA PLANINA will not affect accomplishment of our mission in this course of action.
 - (3) Aggressor withdrawal. Withdrawal of Aggressor to the STARA PLANINA or DANUBE will materially assist this course of action.
 - (4) Aggressor reinforcement. If the enemy reinforces his attack capability with forces south of the DANUBE, which is not likely due to training and rehabilitation missions of these forces, he will increase the magnitude of his initial success. Such an attack will afford him ground force superiority; however, our

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superiority in air power and nuclear weapons should negate this advantage, and thus, the accomplishment of our mission will not be endangered. On the other hand, if Aggressor reinforces with 17th Corps (north of the DANUBE) and/or elements of the 2d Rifle Army, supported by appropriate nuclear weapons, it is doubtful that our mission can be accomplished.

c. Course of action two (attack to seize and defend the STARA PLANINA) versus—

- (1) Aggressor defense. Present enemy defensive positions are elaborate and well constructed; accordingly, defense of his present line can be expected to be relatively strong. Available Aggressor forces for this defense are spread thinly though organized in depth. For this reason, coordinated and effective use of available troops and nuclear weapons will permit rupture of his defensive position at selected and key points; thus, defense of his present position without reinforcement will not materially affect our mission. Significant in implementation of this Aggressor capability is the availability of two mechanized divisions for counterattack.
- (2) Aggressor delay. Delay in successive positions to the STARA PLANINA will assist our offensive mission by requiring less initial expenditure of combat power including both combat forces and nuclear weapons. There are few good delaying positions short of the STARA PLANINA. Once Aggressor leaves his present defensive positions, he becomes more exposed to our air and nuclear weapon attack. Subsequent determined defense of the STARA PLANINA may cause some delay in the accomplishment of our mission because of the excellent defensive characteristics of the area. Few Aggressor troops, well placed to defend the passes in the central area, will be difficult to dislodge. Operations in the eastward extension of the STARA PLANINA offers excellent opportunity for success. A tenacious defense of the STARA PLANINA can be expected since this range is the last major defensive position south of the DANUBE River.
- (3) Aggressor withdrawal. If Aggressor avoids engagement of his major forces by a withdrawal to the STARA PLANINA, the same general effect on our mission as in (2) above obtains, assuming that a defense of the STARA PLANINA will follow the withdrawal. A withdrawal to the DANUBE would provide maximum success of this course of action.
- (4) Aggressor reinforcement. Reinforcement of an Aggressor attack or initial defense capability will have the same general results as in 3b(4) above. It is more conceivable that the STARA PLANINA defense will be reinforced since 2d Corps has been engaged in strengthening these defenses. If reinforcement with troops south of the DANUBE is effected in conjunction with the delay or withdrawal capability, Aggressor stands the best chance of impeding the accomplishment of our mission. Reinforcement by troops north of the DANUBE prior to our closing

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on the STARA PLANINA can prevent accomplishment of our mission. It should be kept in mind, however, that any reinforcement by Aggressor troops sufficient to prevent accomplishment of our mission must be accompanied by a decided increase in employment of nuclear weapons over what has been expended in the recent past.

d. Course of action three (attack to seize and defend the DANUBE River) versus--

- (1) Aggressor defense. If Aggressor defends in present positions it will delay our attack initially. However, once his positions have been ruptured, our attack will proceed more rapidly and his forces occupying the defensive positions can be cut off with a strong possibility of their being defeated in detail. This condition, while slowing our attack at first, will actually assist in the accomplishment of our mission.
- (2) Aggressor delay. Delay in successive positions to the DANUBE River line will assist our offensive by requiring less expenditure of combat power. The one major delaying position south of the DANUBE is the STARA PLANINA and the most delay is expected from this position. This course of action does not require an assault of the DANUBE River line.
- (3) Aggressor withdrawal. A withdrawal to positions north of the DANUBE River will provide the greatest assistance in the accomplishment of this course of action.
- (4) Aggressor reinforcement. Reinforcement of an Aggressor attack or initial defense capability will have the same general results as in 3b(4) above. Reinforcement of the delay capability, with particular emphasis to delay on the STARA PLANINA, is covered in 3c(4) above.

4. COMPARISON OF OWN COURSES OF ACTION

a. Course of action one—defense of present positions.

- (1) Advantages. This course of action requires no immediate commitment of combat power. Present defensive positions are well prepared and dispersed and they furnish excellent protection from effects of Aggressor nuclear weapons. Lines of communication are relatively short and require no undue commitment of combat forces to rear area security.
- (2) Disadvantages. The positions presently occupied do not provide sufficient depth particularly on the west flank where an appreciable enemy attack could sever out lines of communication. Defense of this position passes the opportunity of initiative and surprise to the enemy during a period of its greatest value. It does not exploit our superiority in air power and nuclear weapons to secure a positive advantage over Aggressor. It does not provide the most desirable disposition for future operations into RUMANIA since two strong enemy positions must be breached to continue offensive operations to the north. The present area for tactical and administrative operations invites nuclear attack because of the concentration,

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of installations now located therein as well as those which will be necessary to support future operations.

b. Course of action two—attack to seize and defend the STARA PLANINA.

(1) Advantages. This course of action seizes the initiative and takes advantage of surprise in the full use of Allied combat power including nuclear and air superiority. If successful, it will evict Aggressor forces from his present defensive positions and confront him with nuclear attack. Seizure of the STARA PLANINA will afford us control of an excellent defensive position if Aggressor attacks prior to the time that the Allied major offensive can be launched. This position in the STARA PLANINA provides added depth to the Allied defense which is highly desirable to the accomplishment of our mission. Terrain in this position assists in defending our west flank.

(2) Disadvantages. This course requires us to vacate excellent defensive positions and to fight from lower to markedly higher terrain which favors the defender. Once the STARA PLANINA is seized, Aggressor retains bridgehead south of the DANUBE which would facilitate a future attack. Future dispositions for an offensive into RUMANIA are not the most desirable since Allied operations must seize and clear the area south of the DANUBE prior to major operations to the north.

c. Course of action three—attack to seize and defend the DANUBE River line.

(1) Advantages. This course of action has all of the advantages of course of action two plus the clearing of the area south of the DANUBE as a prelude to future operations to the north. We also gain equal control with Aggressor of DANUBE River crossing sites. This defensive position offers the greatest depth in countering Aggressor offensive operations.

(2) Disadvantages. As in course of action two, this course requires us to vacate the excellent defensive positions we now hold. Our west flank becomes more exposed to enemy action through the Iron Gate into the south DANUBE Valley. Our lines of communication are the most extended and vulnerable in this course.

d. Conclusion. Course of action three (attack to seize and defend the DANUBE River line) is the best tactical course of action followed closely by course of action two.

5. DECISION

1st Allied Army attacks 20 June; seizes and defends the DANUBE River line; prepares for subsequent offensive operations to the north.

/s/ Hudson
HUDSON.
Gen

Annex A—Situation Overlay (omitted)

Annex B—Allocation of Nuclear Weapons (omitted)

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Form 3. Administrative Commander's Estimate of the Situation

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Headquarters
Place
Date and time

COMMANDER'S ESTIMATE OF THE SITUATION

REFERENCES: Maps or charts.

1. MISSION

- a. When the purpose of the estimate of the situation is to determine which course of tactical action can best be supported, include a statement of the mission of the command to be supported.
- b. When the purpose of the estimate of the situation is to determine the best course of action to execute a specific administrative mission (within the general mission of providing administrative support), subject the specific mission to analysis. Determine what tasks must be performed to insure that the mission will be fully accomplished. State these tasks in the sequence in which they are to be accomplished, together with so much of the purpose of each task as appropriate.

2. THE SITUATION AND COURSES OF ACTION

- a. Considerations affecting the possible courses of action. Determine and analyze those facts of the situation which will influence the choice of a course of action, as well as those which affect the capability of the enemy to interfere with the administrative mission. Analyze each fact and deduce the probable effect on other facts and on friendly and enemy actions. In the absence of facts use logical assumptions.

- (1) Operations to be supported. Describe the nature of the operations to be supported, emphasizing the impact of current and future problems and plans on the supported operations.

- (2) Characteristics of the area of operations.

- (a) Weather and terrain. Include the military aspects of weather and terrain. Include the effects of known facts or assumptions on all pertinent means or devices which are affected by weather and terrain. Summarize the effects of weather and terrain on the supported operation and the administrative support mission or task.

- (b) Economic, political, and psychological factors. Include data on availability of local resources that can be utilized, and an analysis of the effect of economic, political, psychological (or other pertinent factors) on the administrative support mission.

- (3) Own situation. Include outstanding features of own situation and their effects on the mission. Include determination of requirements and availability of military resources, and the impact of future plans on the mission.

- (a) Tactical situation. Include present dispositions of major tactical elements and projected operations. Determine

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- and state the effects of the tactical situation on the administrative support mission.
- (b) Personnel situation. Provided from the personnel estimate of the situation. Determine and state the effects of the personnel situation on the administrative support mission.
 - (c) Logistical situation. Provided from the logistics estimate of the situation. Determine and state the effects of the logistics situation on the administrative support mission.
 - (d) Civil affairs situation. Provided from the CA estimate of the situation. Determine and state the effects of the CA situation on the administrative support mission.
- b. Anticipated difficulties or difficulty patterns. List anticipated difficulties or difficulty patterns which may affect the accomplishment of the mission. This may include enemy capabilities, including nuclear, chemical, biological, unconventional warfare, and psychological operations capabilities, or other major anticipated difficulties or difficulty patterns which must be overcome.
- c. Own courses of action.
- (1) When the purpose of the estimate is to determine which tactical course of action can be best supported, list the tactical courses of action which are being considered.
 - (2) When the purpose of the estimate is to select the best course of action to accomplish a specific administrative mission, formulate and list the feasible courses of action which will accomplish the mission if successful.
3. ANALYSIS OF OPPOSING COURSES OF ACTION
- Determine the probable effect of each significant difficulty on the success of each course of action (par. 2c above). This may be done in two steps—
- a. Determine and state those significant difficulties which have an approximately equal effect on all courses of action formulated and stated in paragraph 2c.
 - b. Analyze each course of action stated in paragraph 2c against each difficulty (except those stated in paragraph 3a above). Determine the probable outcome of each course of action, including critical incidents, areas, times, and limiting features.
4. COMPARISON OF OWN COURSES OF ACTION
- Compare courses of action in terms of significant advantages and disadvantages which emerged during analysis (par. 3). Decide which course of action promises to be most successful in accomplishing the mission (or which tactical course of action can best be supported).
5. DECISION OR RECOMMENDATION
- Translate the course of action selected into a statement of what the command is to do, including who, what, when, where, how, and why as appropriate; or state the tactical course of action which can best be supported administratively.

/s/

Commander

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Example 3. ADLOG Commander's Estimate of the Situation

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Headquarters, 122d Log Comd (KADLOG)
MANILA, PI
10 October 19____

COMMANDER'S ESTIMATE OF THE SITUATION

References: Maps, JAPAN, 1:250,000, KAGOSHIMA--NOBEOKA.

1. MISSION

Administrative support for the Army component of KYUSHU Force (K-force), and partial administrative support for the Navy and Air Force components of K-force on KYUSHU during phase ECHO (D+20--D+29).

2. SITUATION AND COURSES OF ACTION

a. Considerations affecting the possible courses of action.

(1) Operations to be supported.

(a) 18th Army will continue the offensive to the north, 15th Corps on the east on axis NOBEOKA (658043)--SAEKI (682089)--OITA (654125); 20th Corps on the west on axis OGAWA (381046)--KUMAMOTO (380072)--OMUTA (352098).

(b) Phase ECHO will consist of clearing the enemy from central KYUSHU to the line SAEKI (682089)--KUMAMOTO (380072). It is anticipated this phase will be completed by D+29. At the start of phase ECHO, 122d Log Comd becomes operational as Kyushu Advance Logistical Command (KADLOG) and assumes control of the portion of KYUSHU behind 18th army rear boundary.

(2) Characteristics of the area of operations.

(a) Weather and terrain.

1. Weather is cool to cold with considerable rain and fog (some snow and ice at elevations above 3,500 feet for limited periods).
2. Extremely hilly and mountainous in the interior with level land generally limited to the immediate vicinity of the coast line.
3. Roads and railroads generally follow the coast line making administrative support operations in the interior extremely difficult.
4. Numerous streams and paddies along coast line restrict wheeled traffic to the limited road network.
5. Numerous small ports are located in the southern part of the island with terminal throughput capacities ranging from 500 to 10,000 tons daily.
6. Numerous beaches with good gradient and deep off-shore sea approaches are located throughout the area.

(b) Economic, political, and psychological factors.

1. KAGOSHIMA is the largest city in Kyushu Advance Section (KADSEC). It was the principal port of southern KYUSHU before being overrun by Aggressor and had a population of 181,736. The city was a major distribution center

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with considerable trade with other Japanese ports. The city has many small factories, normally employing less than 100 personnel each. A railroad shop and small machinery shops comprise the remainder of the industry within the city.

2. MIYAKONOJO is the second largest city in KADSEC. It is primarily a communications center with a population of approximately 80,000. The principal industries prior to being overrun by Aggressor were the production of lumber and the processing of agricultural products.
 3. There are no large industries; however, all cities have numerous small industries of all types. No minerals are mined in significant quantities.
 4. The available labor is presently employed as follows:
 - 50% agriculture
 - 28% manufacturing and construction
 - 7% commerce.
 - 6% government services
 - 9% fishing and other occupations
 5. Farming is typically small scale. Farms average less than three acres and are farmed intensively by hand labor. Rice, grown by irrigation, is the principal crop. Other significant crops are citrus fruits, small grains, potatoes, and beans. Fertilizers of all types are used extensively. Livestock raising is of minor importance.
 6. The employment of nuclear weapons by Aggressor has caused civilians to be reluctant to work in congested areas or in areas likely to be attacked by nuclear weapons. Civilians are becoming more difficult to hire because of their use by local communities in restoring utilities and rehabilitating areas which have suffered nuclear attacks.
- (3) Own situation.
- (a) Tactical situation—see Annex A, Situation Overlay, for planned disposition of troops and boundaries.
 1. By D+20, it is expected that assault landings and subsequent operations will have reached the stage that the 18th Army rear boundary will be established. The KADLOG, as a subordinate command of the Pacific Theater Army Logistical Command (PTALOG, 120th Log Comd), will assume responsibility for operation of administrative support installations behind the 18th Army rear boundary.
 2. The offensive to the north will continue subsequent to phase ECHO and the Okinawa Base Logistical Command (OBALOG, 121st Log Comd) will be established by D+60 on KYUSHU. This command will continue to develop

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KYUSHU as a base from which operations can be conducted against Aggressor on HONSHU. All administrative support installations must be located, organized and further developed, to facilitate the support of this future operation.

3. One infantry division will be located in KADSEC.
This division may be employed on rear area security missions upon approval from K-Force Headquarters.
 4. Territorial organization for rear area security and area damage control will be as shown in Appendix 1, Territorial Organization, to Annex C, Security Estimate.
- (b) Personnel situation—see Annex B, Personnel Estimate.
1. Sufficient personnel will be available for the administrative support functions to be conducted by KADLOG.
 2. Total average troop strength to be supported during phase ECHO will be 379,000 in the combat zone and 92,000 in KADSEC.
 3. The theater army commander has directed that service troops to operate terminals established in 18th Army service area will be furnished by KADLOG.
- (c) Logistical situation—see Annex D, Logistical Estimate.
1. The theater army commander has directed that any terminals established in the 18th Army service area will be under the command control of 18th Army.
 2. Supply.
 - (a) Total supply requirements during Phase ECHO will be 225,000 tons. Daily supply requirements will be 25,000 tons (combat zone 13,500 tons; KADSEC—11,500 tons).
 - (b) Supplies in the Pacific Communications Zone allocated to K-force are adequate for phase ECHO.
 - (c) Reserve supply levels by D20 will be three days of supply, all classes, in KADSEC for all troops, and three days of supply, all classes, for troops in the combat zone.
 3. Transportation.
 - (a) Daily terminal throughput requirements for the operation will be 25,000 tons.
 - (b) Daily terminal throughput capacity of KADSEC will be 30,300 tons.
 - (c) Forward movement requirements to the combat zone are 13,500 tons.
 - (d) Forward movement capacity to the combat zone is 14,480 tons.
 4. Construction. Sufficient units and materiel will be available to accomplish the base development plan and maintenance of fixed transportation facilities.

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5. Labor. Approximately 30,000 civilian laborers will be available in KADSEC. This number will be adequate for essential construction and maintenance requirements.
 6. Evacuation and hospitalization. A 30-day evacuation policy will be in effect in KADSEC. There will be 20,000 fixed hospital beds in KADSEC and facilities to evacuate 2,150 personnel casualties per day from the combat zone to KADSEC.
- (d) Civil affairs situation - see annex D, CA Estimate.
1. Control of civil affairs through the operational chain of command remains in effect until local governments can be re-established and the national government-in-exile returns. As soon as this is accomplished, control will be changed to the civil affairs chain of command, except in the combat zone. The commanding general, KADLOG will be responsible for all civil affairs operations within the KADSEC.
 2. A large number of refugees will be in the objective area. K-Force headquarters is considering the establishment of a nonfraternization policy.
 3. Local supplies of food, clothing, shelter, and medical items are extremely limited but should be adequate provided additional severe damage is not inflicted on more than two major population centers.
- b. Aggressor capabilities.
- (1) Aggressor will have the capability of delivering nuclear weapons up to 500 KT yield against targets anywhere on KYUSHU. Although he will have a delivery capability by both aircraft and missiles, our control of the air will make the missile the more likely means. It is estimated he will be able to deliver up to six weapons a month on administrative support installations and that he will select targets in the following priority: (a) terminals, (b) transportation bottlenecks, (c) large troop concentrations, (d) supply installations.
 - (2) Aggressor will have a guerrilla capability which he can reinforce by small airborne or amphibious forces at any time after the establishment of KADLOG. Primary objective of guerrilla activities will be to disrupt communications on the western half of KYUSHU.
 - (3) Although US forces will be able to gain command of the air over the objective area, Aggressor will have the capability of small sneak air raids and limited air reconnaissance.
- c. Own courses of action.
- (1) Course of action one. To provide all administrative support for 18th Army through KADSEC.
 - (2) Course of action two. To provide the bulk of administrative support for 18th Army through KADSEC with the remainder to

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be shipped direct from OBALOG to terminals in the 18th Army service area.

3. ANALYSIS OF OPPOSING COURSES OF ACTION

a. Aggressor capability number 3 (par. 2b(3)). The Aggressor capability to conduct small sneak air raids has little or no influence on the selection of a course of action and therefore is not considered further.

b. Course of action one versus--

(1) Aggressor capability of delivering nuclear weapons.

(a) Personnel. There will be a total of 92,000 troops located at twenty major installations in KADSEC. Of this number 53,500 will be assigned to KADLOG. Three successful Aggressor nuclear attacks on major administrative support installations during Phase ECHO will create a serious personnel shortage endangering the ability of KADLOG to perform its administrative support mission. Personnel replacements (individual and unit) must be made available immediately from the Pacific Theater Army Replacement and Training Command.

(b) Logistics.

1. Supply. Daily supply requirements for Phase ECHO are 25,000 tons. This tonnage can be shipped into KADSEC through two airfields, five water ports, seven beaches, and six POL terminals. Two general depots, each containing one or more subdepots for each technical service, will be established in KADSEC. Approximately 13,500 tons of supplies will be required daily by the forces in the combat zone. Supply installations will be dispersed so that a single MT nuclear weapon will destroy no more than one installation. KADLOG will be able to provide necessary supply support to the combat forces provided Aggressor nuclear attacks do not destroy all like supply installations during Phase ECHO and that the reserves in the combat zone are maintained.

2. Transportation.

(a) Daily tonnage requirements in KADSEC are 25,000 tons as compared with a daily terminal throughput capacity of 30,300 tons for the airfields, water ports, beaches, and pipeline terminals. The daily supply tonnages which must be moved forward from KADSEC to the combat zone are 13,500 tons. The total forward movement capacity of the transportation network to the combat zone is 14,480 tons as follows:

Pipeline	3,680 Tons
Rail	4,500 Tons
Highway	5,000 Tons
Air	1,300 Tons

Total	14,480 Tons
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- (b) The transportation network will be particularly vulnerable to nuclear attack because of the limited forward movement capacity. Damage or destruction to any of the above transportation means will result in a forward movement capacity less than that required daily to support the combat forces. Any such damage must be repaired prior to the depletion of the three-day reserve supplies carried in the combat zone.
3. Maintenance. Adequate maintenance facilities and personnel will be available for necessary general and depot maintenance support for units in both KADSEC and the combat zone. A successful nuclear attack against any maintenance or transportation facilities will temporarily reduce the level of maintenance performed and may increase the number of end items of equipment required in the supply system.
4. Construction. Construction troops will be adequate to accomplish only the maintenance of fixed transportation facilities and base development as now planned. Rehabilitation or construction of supply installations, terminals, roads, and railroads required as the result of nuclear attack will be possible only for the most critical facilities on an established priority basis. All possible passive means against a nuclear attack must be emphasized to minimize the construction effort required to repair damage resulting from such attack.
5. Labor. The requirement for civilian laborers in KADSEC will be approximately 30,000. In the event of nuclear attack on major cities, the need by local civilian agencies for labor to clean up and repair resulting damage will make labor relatively scarce. Fear of future attacks will increase the difficulty of obtaining adequate labor forces in or near the larger cities. POWs should be used to the maximum extent permitted by the rules of the Geneva Convention.
6. Evacuation and hospitalization. Approximately 20,000 fixed hospital beds, based on a 30-day evacuation policy, and facilities for evacuating 2,150 personnel casualties per day from the combat zone will be available. Adequate facilities, supplies, and equipment exist to handle these patients. Nuclear attack anywhere in the combat zone or KADSEC will greatly increase the evacuation and hospitalization requirements above these capacities. Such an attack will require a lowering of the 30-day evacuation policy, an increase in hospital beds, or a lowering of the accepted standards of medical care.

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- (c) CA. An estimated 50,000 refugees will be in KADSEC. Food, medical supplies, housing, and clothing for the local population is adequate. Reserves will be extremely limited. Any nuclear attack will increase the number of refugees and severe damage on more than two major population centers will create a shortage of supplies for civilians. Such attacks may require administrative support in the form of food, clothing, and medical supplies for the civilian personnel from KADLOG.
- (2) Aggressor capability of conducting guerrilla attacks.
- (a) Personnel. All installations in KADSEC are responsible for their own local security against guerrilla attacks. Aggressive guerrilla action will force installation commanders to use a large percentage of their personnel for local security, thereby decreasing the available personnel effort for the performance of their normal missions.
- (b) Logistics.
1. Supply. The airfields, water ports, beaches, POL terminals, and installations in the general depots must be well dispersed to minimize the effects of a nuclear attack. This dispersion increases the vulnerability of the various supply installations to guerrilla attacks. Security measures required at each supply installation will tend to decrease their overall operational efficiency by reducing the manpower effort available for normal duties.
 2. Transportation. Because the forward movement capacity by air, roads, railroads, and pipelines is barely adequate for the daily tonnage requirements of the combat zone (par. 3b(1)(b)1) key structures on the transportation network will be particularly sensitive to guerrilla attacks. Permanent or temporary damage to such fixed facilities will seriously interfere with the forward movement of supplies to the combat zone and could result in a critical supply shortage. Positive security measures must be taken to protect transportation facilities from guerrilla attacks.
 3. Maintenance. Guerrilla attacks against maintenance installations will reduce the overall capability of KADLOG for general and depot maintenance support. Guerrilla attacks on small or isolated direct support units will result in some damage or destruction to material, thus adding to the maintenance workload.
 4. Construction. Successful guerrilla attacks against dispersed installations which result in significant damage to the installation will further complicate the construction effort. As previously indicated (par.

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3b(1)(b)4) construction troops are extremely limited and will be used on only the most urgent and high priority projects.

5. Labor. Damage or destruction resulting from guerrilla activities may well add to the civilian labor requirements. Because labor is expected to be scarce in certain areas, such damage may result in a labor requirement which cannot be fulfilled.

6. Evacuation and hospitalization. The 20,000 fixed hospital beds available in KADSEC are adequate only if no nuclear attacks are received. A successful guerrilla attack on any medical facilities will further increase the shortage of facilities in event of nuclear attack. Land evacuation of patients in KADSEC will be vulnerable to guerrilla attacks.

(c) CA. The large numbers of refugees known to be in the objective area, unless properly handled, may become a source of personnel and intelligence for the guerrilla forces. Unless proper control measures are implemented these refugees will greatly increase the difficulty in identifying and apprehending guerrilla members. Guerrilla attacks directed at farm crops will further deplete the inadequate civilian food supply and may force KADLOG to provide additional food supplies to the local population.

(3) Other major considerations.

(a) KADLOG will have sole responsibility to provide administrative support for the combat zone. This is a normal mission and maximum coordination will be effected with the headquarters of supported commands. Administrative support procedures, reports, and control will be in accordance with the established SOP.

(b) Inclement weather or any other condition which might restrict or prevent full exploitation of the airlift capacity would result in lowering the forward movement capacity to less than the daily tonnage requirements by 18th Army.

c. Course of action two versus—

(1) Aggressor capability of delivering nuclear weapons.

(a) Personnel. There will be a total of 92,000 troops located at twenty major installations in KADSEC. Of this number, 53,500 will be assigned to KADLOG. Approximately 7,000 KADLOG troops will be assigned to 18th Army to operate the water ports and beach facilities and other administrative installations in the army service area. Three successful Aggressor nuclear attacks on major administrative support installations during Phase ECHO will create a serious personnel shortage endangering the ability of KADLOG to perform its mission. Personnel replacements (individual and unit) must be made available immediately from the Pacific Theater Army Replacement and Training Command.

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(b) Logistics.

1. Supply. Daily supply requirements for Phase ECHO are 25,000 tons. This tonnage will be shipped into KYUSHU through two airfields, five water ports, seven beaches, and six POL terminals in KADSEC, and one water terminal and one beach in 18th Army Service Area. Approximately 13,500 tons will be required daily by the combat zone, of which approximately 10,000 tons will be moved from KADSEC and 3,500 tons will be moved direct to the combat zone from OBALOG. Supply installations will be dispersed so that a single nuclear weapon will destroy no more than one installation. KADLOG will be able to provide necessary supply support for the combat forces provided Aggressor nuclear attacks do not destroy all like supply installations during Phase ECHO and the reserves in the combat zone are maintained.
2. Transportation.
 - (a) Daily tonnage requirements to be shipped to KADSEC are 21,500 as compared with a daily terminal throughput capacity of 30,300 tons for the airfields, water ports, beaches, and POL terminals in KADSEC. The daily tonnage requirements which must be moved forward from KADSEC to the combat zone are 10,000. The total forward movement capacity of the transportation network to the combat zone is 14,480 tons.
 - (b) The transportation network will be particularly vulnerable to nuclear attack because of the limited forward movement capacity. However, any one of the two airfields, two railroads, two pipelines, or two MSR's could be damaged by nuclear attack without lowering the forward movement capacity below the minimum daily tonnage requirements of the combat zone forces.
3. Maintenance. 18th Army will be responsible for general maintenance support of units operating terminal facilities in the combat zone. Water evacuation of equipment direct to OBALOG or CONUS from 18th Army for depot maintenance will be possible and would reduce both transportation as well as material handling requirements within KADSEC.
4. Construction. Construction troops will be adequate to accomplish the maintenance of the fixed transportation facilities and the base development as now planned. Some units will have to be made available to 18th Army to construct installations in the army service area for reception of supplies shipped across the beaches and through water ports. Rehabilitation or construction of supply installations, terminals, roads, and railroads required as the result of nuclear attack will be

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possible only for the most critical facilities on an established priority basis.

5. Labor. See paragraph 3b(1)(b)5. Civilian labor requirements in KADSEC will be approximately 25,000 in view of the movement of some service units to the combat zone to operate terminals therein.
6. Evacuation and hospitalization. Approximately 20,000 fixed hospital beds, based on a 30-day evacuation policy, and facilities for evacuating 2,150 casualties per day from the combat zone will be available. Adequate facilities, supplies, and equipment exist to handle these patients. KADLOG will be responsible for evacuation of the personnel casualties to KADSEC. OBALOG will be responsible for water evacuation of personnel casualties from the combat zone and KADSEC to OBALOG hospital facilities. PTALOG will be responsible for water evacuation of personnel casualties to CONUS. Air evacuation of personnel casualties from KYUSHU is the responsibility of the Air Force component of K-Force. In event of nuclear attack on K-Force, water evacuation to OBALOG of personnel casualties will relieve the limited fixed hospital bed capacity of KADLOG. Aid station treatment of personnel in KADLOG units working in the army service area will be the responsibility of 18th Army.
- (c) CA. See paragraph 3b(1)(c). The movements of service units to the 18th Army service area will reduce labor requirements in KADSEC. This will facilitate efforts to rehabilitate the local economy by making a larger number of the local population available for work on local indigenous facilities and operations in KADSEC.
- (2) Aggressor capability of conducting guerrilla attacks.
 - (a) Personnel. See paragraph 3b(2)(a).
 - (b) Logistics.
 1. Supply. Supply installations are particularly vulnerable to guerrilla attacks because of dispersion required in reducing the vulnerability of these installations to nuclear attacks. Movement of some administrative support units to the 18th Army service area for terminal operations reduces the number of personnel available to the various KADSEC installation commanders for security. An appreciable percentage of the personnel effort must be directed towards security with a resultant decrease in operational efficiency.
 2. Transportation. Although the transportation network will be extremely vulnerable to guerrilla attacks, particularly on key fixed facilities such as bridges, tunnels, and pumping stations, the operation of

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terminal facilities in the combat zone gives considerable flexibility to the transportation movement plan. A successful nuclear attack on any one of the transportation means will not reduce the forward movement capacity below the daily requirements of the combat zone.

3. Maintenance. See paragraph 3b(2)(b)3.
 4. Construction. Dispersed installations will be vulnerable to damage or destruction by guerrilla attacks. Such damage may result in requirement for construction units which may not be available. The available construction units will be used on only the most urgent and high priority projects. Local commanders will be required to accomplish repairs and minor new construction with the use of their own resources in those instances where the construction does not meet the above criteria.
 5. Labor. See paragraph 3b(2)(b)5. KADSEC civilian labor requirements will be decreased by 5,000 as a result of the movement of some service units to the 18th Army service area. The shortage of labor in KADSEC to meet local needs will be lessened to this degree.
 6. Evacuation and hospitalization. The 20,000 fixed hospital beds available in KADSEC are adequate if no nuclear attacks are received. Guerrilla attacks on medical facilities, if successful, will add to the shortage of medical facilities in the event of nuclear attack. Water evacuation from the combat zone to OBALOG will add flexibility to the evacuation plan.
- (c) CA. See paragraph 3b(2)(c).
- (3) Other major considerations.
- (a) 18th Army will receive administrative support from two different commands. Administrative procedures, records, supply control, stock control, and reports must be established, in addition to those normally in effect, to insure that all commands have accurate and timely information on the supplies received by 18th Army. Additional coordination will be required between all elements of KADLOG, OBALOG, and 18th Army.
 - (b) Terminals will be opened in the combat zone which will later be placed under the command and operational control of KADLOG as the 18th Army rear boundary is moved forward. This will facilitate future administrative support operations.
 - (c) Direct water shipment to the combat zone from OBALOG should reduce handling requirements in KADSEC.
 - (d) The available troops in KADSEC will be decreased since the necessary service troops required to operate the terminals in the combat zone will be furnished by KADLOG.

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- (e) Operation of terminals by 18th Army will place an additional logistical burden on the 18th Army commander which is not a normal responsibility.

4. COMPARISON OF COURSES OF ACTION

a. Courses of action.

- (1) Course of action one. KADLOG to provide all administrative support to 18th Army through KADSEC.

(a) Advantages.

- 1. KADLOG will have sole responsibility for support of the 18th Army which is a normal mission.
- 2. Coordination would be simplified.
- 3. Supply control and stock control would be simplified.
- 4. The administrative support requirements placed on 18th Army will be held to a minimum.

(b) Disadvantages.

- 1. Inclement weather or any other conditions which might restrict or prevent full exploitation of the airlift capacity would result in lack of necessary support to the combat zone.
- 2. Implementation of Agressor's nuclear capability on communications centers such as NIYAKONOJO would result in lack of necessary support to the combat zone since land lines of communications will be used to capacity.
- 3. The entire administrative support operations would be lacking in flexibility since all facilities and installations will be used to near maximum capacity for KADLOG to accomplish its mission.
- 4. All supplies shipped through KADSEC will involve rehandling of the bulk of these supplies prior to their shipment to the combat zone.

- (2) Course of action two. KADLOG to provide the bulk of administrative support to 18th Army through KADSEC with the remainder to be shipped direct from OBALOG to terminals in the 18th Army service area.

(a) Advantages.

- 1. Plans for administrative support of the 18th Army will be more flexible since water shipment is added as a means of delivering supplies direct to the combat zone.
- 2. Terminals will be opened in the combat zone which KADLOG will operate later as the 18th Army boundary moves forward. This will add flexibility to administrative support of the combat zone by KADLOG.
- 3. OBALOG will assist in evacuation of personnel and materiel casualties through the use of ships returning from the combat zone water terminals.
- 4. Transportation requirements from KADLOG to the combat zone will be reduced.
- 5. Dispersion of installations will be facilitated.

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6. In the event Aggressor implements his nuclear capability, support of the operations will be less seriously interrupted.
7. May result in decreased handling requirements for supplies.
8. May result in decreased storage requirements.
- (b) Disadvantages.
 1. Unless strict procedure records and report methods are set up for waterport and beach operations, inefficiency will result.
 2. KADLOG will be required to furnish service units to operate terminals and related activities in the combat zone.
 3. Will require additional coordination.
 4. Will increase administrative support burden on 18th Army.

b. Conclusions

- (1) Mission of KADLOG can be accomplished.
- (2) Logistical course of action two will offer the greatest possibility of success and will facilitate future operations.

5. DECISION

- a. KADLOG will provide all administrative support to 18th Army during phase ECHO with the exception of that portion to be shipped direct from OBALOG to 18th Army through water terminals located in the 18th Army service area. KADLOG will furnish such administrative support to the Navy and Air Force components of K-Force as directed.
- b. KADLOG will coordinate with the 18th Army commander to include the following:
 - (1) Implementation of the base development plan.
 - (2) Operation of the water port of AKUNE (1,500 tons daily) and the beach at MIYAZAKI (2,000 tons daily).
 - (3) Transferring to KADLOG on D+20 such administrative support installations as are agreed upon.
 - (4) Transferring to KADLOG on D+20, three days of supply of all classes based on supported strength on KYUSHU on that date. Transfer to be made in KADSEC.
- c. KADLOG will coordinate with the Navy component of K-Force to include the following:
 - (1) Development of naval facilities in KADSEC.
 - (2) Clearance of underwater obstacles.
 - (3) Provision of oncall water evacuation of personnel casualties of OBALOG.
 - (4) Navy requirements for common supplies and technical supplies and estimate of land transportation required for movement of these supplies to naval bases.

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- d. KADLOG will coordinate with the Air Force component of K-Force to include the following:
- (1) Air Force requirements for development of air bases, air depots, and air maintenance installations.
 - (2) Provision of daily air evacuation of personnel casualties from the combat zone to KADLOG and OBALOG.
 - (3) Provision of 700 tons daily airlift from KADLOG to the combat zone, (300 tons to 20th Corps and 400 tons to 15th Corps).
 - (4) Air Force requirements for common supplies and technical supplies and estimate of transportation needs for movement of these supplies to Air Force installations.
 - (5) Provision of oncall air evacuation of personnel casualties from KADLOG to OBALOG.
 - (6) Provision of air liaison and messenger service between KADLOG and OBALOG.
- e. KADLOG will coordinate with OBALOG to include the following:
- (1) Provision of complete administrative support of Army forces in KYUSHU by water shipment to KADLOG, except as indicated in subparagraph (2), below.
 - (2) Provision of certain supplies and personnel as agreed upon by 18th Army and KADLOG by direct water shipment to water terminals in the 18th Army service area.
 - (3) Provision of administrative support to KADLOG in the form of common and technical supplies and specified services for the Air Force and land-based Navy forces in KYUSHU.
 - (4) Provision of fixed-bed hospitalization in OBALOG bases for personnel casualties evacuated from KYUSHU in accordance with evacuation policies and credits established by the theater commander.

/s/ Shoemaker
SHOEMAKER
Commander

ANNEXES: A—Situation Overlay (omitted)
B—Personnel Estimate (omitted)
C—Security Estimate (omitted)
D—Logistical Estimate (omitted)
E—CA Estimate (omitted)

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Form 4. Personnel Estimate

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This form is for use by the personnel officer of a tactical command in combat. Since the modern battlefield will dictate the need for an immediate accurate continuing estimate, the personnel estimate may be in the form of notes or presented orally. When written it should be brief. Paragraphs and subparagraphs which are not pertinent or the contents of which are already known to the commander and staff should be omitted.

Issuing Section and Headquarters
Place

Date and Time

PERSONNEL ESTIMATE

Reference: Maps or overlays (as necessary for understanding of the estimate).

1. MISSION

Statement of the mission assigned or contemplated for the whole command.

Intermediate tasks, assigned or deduced, necessary for accomplishing the mission should be listed in appropriate subparagraphs.

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence situation. Information obtained from the intelligence officer (G2). When the details make it appropriate and the estimate is written, a brief summary and reference to the appropriate intelligence document or annex of the personnel estimate may be used.

(1) Characteristics of the area of operations.

(2) Enemy strength and dispositions.

(3) Enemy capabilities.

(a) Affecting tactical mission.

(b) Affecting personnel activities.

b. Tactical situation. Information obtained from the commander's planning guidance and from the operations officer (G3).

(1) Present dispositions of major tactical elements.

(2) Possible courses of action to accomplish the tactical mission.

(These courses of action are carried forward through the remainder of the estimate.)

(3) Projected operations, if known, and other planning factors as required for coordination and integration of staff estimates.

c. Logistical situation. Information obtained from the logistics officer (G4). May be a brief summary with reference to an appropriate administrative order or to an annex to the estimate.

d. CA situation. Information obtained from CA officer (G5) and may be a brief summary and reference to CA annex.

e. Assumptions. Any assumptions required as a basis for initiating planning or the preparation of the estimate. Assumptions are modified as factual data when specific planning guidance becomes available.

f. Personnel situation. In this paragraph current status of the personnel situation is shown under the subheadings below. In the case of detailed information at higher levels of command, a summary may

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appear under the subheading with reference to an annex to the estimate.

- (1) Maintenance of unit strength.
 - (a) Strengths. Strengths of each major subordinate unit.
 - (b) Replacements. Requisitions outstanding, allocations, quality of replacements being received, location of replacement units, and information concerning replacements to be received.
- (2) Personnel management. Prisoners of war. Number on hand, rates and means of evacuation, attitude, types, nationalities, special facilities required, and location of installations.
- (3) Development and maintenance of morale.
 - (a) Morale and personnel services. Status of morale and esprit de corps, and any current factors which influence morale or effective strength of units when they are of major significance.
 - (b) Graves registration. Location of cemeteries and collecting points.
- (4) Maintenance of discipline, law, and order. Troop conduct and appearance, rates of stragglers and other disciplinary cases, and relations with civilians.
- (5) Headquarters management. Present location and organization of the headquarters with any peculiar circumstances that may affect future actions. (Additional G1 functions may be listed if considered necessary.)

g. Special factors. Items not covered above which require special treatment in the personnel estimate. As an example, an enemy capability of employing nuclear weapons against our forces may introduce consideration which might otherwise not enter into the estimate. The mere capability of employing such a weapon does not change anticipated loss figures; however, consideration must be given to the effects of such employment. This consideration appears in this paragraph and is carried forward as a special factor in the remainder of the estimate.

3. ANALYSIS

Under each subheading and for each tactical course of action, when appropriate, analyze all personnel factors, indicating problems, and limiting features.

- a. Maintenance of unit strength.
 - (1) Strengths.
 - (2) Replacements.
- b. Personnel management. Prisoners of war.
- c. Development and maintenance of morale.
 - (1) Morale and personnel services.
 - (2) Graves registration.
- d. Maintenance of discipline, law, and order.
- e. Headquarters management.

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4. COMPARISON

- a. Evaluate the dominant personnel factors and limiting features, if any, with respect to the accomplishment of the mission using those tactical courses of action under consideration.
- b. Discuss the advantages and disadvantages of each tactical course of action under consideration from the personnel standpoint. Include methods of overcoming limiting features or modifications required in each course of action.

5. CONCLUSIONS

- a. Indicate whether the mission set forth in paragraph 1 can be supported from the personnel standpoint.
- b. Indicate which proposed course(s) of action can best be supported from the personnel standpoint.
- c. Indicate the personnel disadvantages of each proposed course of action not listed in subparagraph b above.
- d. List the major personnel problems and limiting features which must be brought to the commander's attention. Include specific recommendations as to methods of solving these personnel problems.

/s/ _____

G1

Annexes

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Example 4. Personnel Estimate, Corps

(Classification)

G1 Section, 1st Corps
 MOLLERBACH (NV2885) GERMANY
 211900 August 19__

PERSONNEL ESTIMATE NO. 5

Reference: Maps, GERMANY, 1:100,000, ASCHAFFENBERG-WURZBURG

1. MISSION

- a. Attack 25 Aug and seize high ground in the vicinity of IPPESHEIM (MV8995) and POTHENBURG (MV8570); be prepared to continue attack to east on order.

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence situation.

(1) Characteristics of the area of operations.

- (a) See Intelligence Estimate No. 7, 21 Aug 19__.
 (b) Effect on personnel activities. None.

(2) Enemy strength and dispositions.

- (a) See Intelligence Estimate No. 7, 21 Aug 19__.
 (b) Effect on personnel activities. The fact that Aggressor is now defending on near maximum frontages indicates that our losses should be smaller than if he were ideally disposed. The difference, however, will be negligible.

(3) Enemy capabilities.

- (a) Attack at any time along our forward positions with an estimated 11 rifle regiments supported by nuclear weapons, 30 artillery battalions, three antitank battalions, four heavy rocket battalions, and guided missiles.
 (b) Defend in his present position and on successive positions to UFFENHEIM with an estimated 11 rifle regiments supported by nuclear weapons, 30 artillery battalions, three antitank battalions, four heavy rocket battalions, and guided missiles.
 (c) Delay in present position and in successive positions to the vicinity of UFFENHEIM.
 (d) Withdraw beyond UFFENHEIM at any time prior to our attack.
 (e) Reinforce his attack or defense with one or more of the following units at the time and place indicated:

<u>Unit</u>	<u>Place</u>	<u>Time</u>
30th Rifle Regt	KONIGSHOFEN	3 hours after starting movement
30th Rifle Regt	ASSAMSTADT	2 hours 40 minutes after starting movement
22d Rifle Div	ASSAMSTADT	4 hours after starting movement
	KONIGSHOFEN	5 hours after starting movement

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b. Tactical situation.

(1) Present dispositions of major tactical elements. Annex A to OPORD 25.

(2) Possible courses of action.

(a) 1st Corps attacks early 25 Aug with five divisions in the assault, employing two armd div abreast making the main attack, followed by one inf div in the direction ALTHEIM (NV3285)—KONIGSHOFEN (5288)—TIEFENTHAL (NV6693)—UFFENHEIM (NV8988).

(b) 1st Corps attacks early 25 Aug with five div in the assault, employing two armd div abreast making the main attack, followed by one inf div in the direction SIMDOLSHEIM (MV3382)—ASSAMSTADT (MV4975)—ROTHEMBURG (MV3570)—Hill 515 (MV9277).

(c) 1st Corps attacks early 25 Aug with five div in the assault, employing two armd div in column making the main attack in the direction ALTHEIM (NV3285)—KONIGSHOFEN (NV5288)—TIEFENTHAL (NV6693)—UFFENHEIM (NV8988).

(3) Projected operations. This operation should be completed by 4 Sept. At that time 1st Corps will be ordered to continue the attack to the east with all possible speed in order to surround enemy forces in the area.

c. Logistical situation.

(1) ADMINO 18.

(2) There are no logistical problems which will affect the personnel situation.

d. CA situation.

(1) See CA Estimate 1, 21 Aug 19__.

(2) Unrest among civilian population is indicated in this area.

e. Assumptions. There will be no change in the caliber of replacements.

f. Personnel situation.

(1) Maintenance of unit strength.

(a) Strengths.

1. Summary.

<u>Unit</u>	<u>Authorized</u>	<u>Assigned</u>
20th Inf Div	13,748	13,290
55th Inf Div	13,748	12,908
72d Inf Div	13,748	11,741
23d Armd Div	14,617	14,003
25th Armd Div	14,617	11,956

All other major units are at effective fighting strength.

2. For additional details, see Personnel Daily Summary No. 110.

(b) Replacements.

1. Requisitions have been submitted by all units for personnel shortages.

2. Allocations. The 293d Repl Bn has 400 infantry and 50 armored replacements on hand. Allocations are currently averaging 600 infantry and 100 armored

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replacements per week to the corps. Current rate of replacement support will continue for the duration of the operation. Quality of replacements is good; they are arriving with a shortage of equipment which sometimes necessitates their being held an extra day in division rear areas.

3. There is a shortage of armored replacements in the theater, and information from army indicates this shortage will continue for about one month. At present there is no possibility of securing an increase in the allocation of armored replacements.
4. Location of replacements units. Annex A, Administrative Overlay.

(2) Personnel management.

POW. G2 estimates that 20,000 POW will be captured prior to 15 Sept. Army will not evacuate POW until 15 Sept. One MP escort guard company has been attached for the duration of the operation. There are 400 POWs in division collecting points now.

(3) Development and maintenance of morale.

(a) Morale and personnel services.

1. Status of morale is excellent.
2. Quotas to leave centers remain constant.

(b) Graves registration. One QM graves registration company is in support of 1st Corps. Army cemetery is located at GRIESWALT.

(4) Maintenance of discipline, law, and order.

- (a) Troop conduct and appearance is excellent.
- (b) Straggler rate is low because of our successful advance.

g. Special factors. Intelligence reports an epidemic of typhus in SAARLAUF which will be uncovered by an armd div utilizing course of action three. Under courses of action one and two this city will be avoided.

3. ANALYSIS

a. Maintenance of unit strength.

- (1) Strengths. Courses of action one and two utilize the 23d and 25th Armd Divs abreast in the assault. The total duration of this action is estimated by the G3 to be three days with an additional six days needed to destroy the enemy in zone. Anticipated losses under the proposed courses of action will be such that division strengths on the final day of the action will be approximately as follows under each course of action, provided no replacements are allocated:

<u>10th day</u>					
<u>Course of</u>	23d Armd	25th Armd	20th Inf	55th Inf	72 Inf
<u>action</u>	Div	Div	Div	Div	Div
1	12,210	10,600	11,900	11,740	11,290
2	12,210	10,600	11,000	11,740	11,290
3	12,210	11,500	11,900	11,740	10,420

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The impact of these losses is such that the 25th Armd Div will be most seriously affected by courses of action one and two while the 72d Inf Div will be most seriously affected by course of action three. There is a shortage of armored replacements in the theater and it will be difficult to bring the 25th Armd Div to effective strength if it is reduced to 10,600. The 72d Inf Div is at 85 percent strength now. By giving priority on infantry replacements to this division, it will alleviate the shortage of personnel forecast above. In courses of action three the 23d Armd Div will receive approximately the same number of casualties as in courses of action one and two. Under this course of action, G3 estimates that the 25th Armd Div will not be committed to heavy action until early on the third day of attack. Therefore, their losses for the entire operation will be 900 fewer than in courses of action one and two. The total infantry casualties for all courses of action will be approximately equal; however, armored casualties in courses of action one and two will be much greater than in course of action three.

- (2) Replacements. Courses of action one and two will create a greater requirement for armored replacements than course of action three. At present, armored replacements are in shorter supply than are infantry replacements. All courses of action affect infantry replacement requirements approximately equal.

b. Personnel management.

Prisoners of war. Because of our rapid advance, the number of POWs captured will be about equal in all courses of action. The establishment of POW installations presents the same problem in all courses of action. Corps will be required to establish POW installations capable of holding large number of POWs. Army has been requested to provide additional military police units to assist but states that such units are not available. A request to army to assist in evacuation has resulted in an answer that army will be unable to evacuate POWs until 15 Sept.

c. Development and maintenance of morale.

- (1) Morale and personnel services. All course of action involve a continuation of the attack and this, coupled with Aggressor's low morale and willingness to surrender, will act to maintain the current status of morale. The quotas for leave centers have the same effect on all courses of action.
- (2) Graves registration. Although the distribution of casualties will be different, the total number will be approximately equal in all courses of action. In course of action three, however, evacuation of casualties by units to the Army cemetery will be easier since supply routes for all units will pass within only a few miles of the army cemetery at GRIESWALT. Under courses of action one and two, the 23d and 25th Armd Divs and the following inf div will be required to transport casualties approximately 25 miles off the main supply routes to reach the

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cemetery after they have progressed a short distance in the attack. This is not considered to be of major importance.

- d. Maintenance of discipline, law, and order. G5 recommends that SAARLAUF be placed off limits because of the typhus epidemic. Surgeon concurs in this recommendation. Both courses of action one and two avoid SAARLAUF; course of action three requires that one division seize the town. Disciplinary problems will be created by the seizure of the town and then placing it off limits. The provost marshal states that he can assist the division seizing the town in controlling military personnel therein. The surgeon feels that it would be better if no military personnel were required or permitted to enter the town. G5 states his information indicates that civilian population is being adequately cared for but that entrance of our troops might cause unrest among the population. G3 believes that under course of action three, the routes through the town must be used although intelligence indicates there are no Aggressor troops located therein.

4. COMPARISON

- a. The dominant personnel factors are strengths, replacements, POW, discipline, law, and order. All courses of action will affect graves registration, morale and personnel services, and headquarters management equally or nearly so.
- b. Comparison of courses of action.
 - (1) Maintenance of unit strength.
 - (a) Concerning strengths. Courses of action one and two will cause a reduction in the strength in the 25th Armd Div to a point at which it will not be capable of sustained combat without additional replacement support. Army states that additional armored replacements are not available. Course of action three will not deplete the strength of the 25th Armd Div as seriously as will courses of action one and two and if course of action three is adopted the 25th Armd Div should be capable of sustained combat after this action. It will be in need of rest and rehabilitation, however, course of action three will reduce the strength of the 72d Inf Div to a greater extent than will either course of action one or two. This problem can be solved more readily than in the case of the 25th Armd Div. Strengths favor adoption of course of action three. If either course of action one or two is used, the 25th Armd Div should be relieved as early as possible to reduce its losses. At the conclusion of the operation all divisions except the 20th and 35th Inf Divs will be at very low strength and should be given sufficient time for rehabilitation and assimilation of replacements before being again committed to action.
 - (b) Concerning replacements. Course of action one and two will create a greater requirement for armored replacements which are in short supply. All courses of action affect in-

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fantry replacement requirements approximately equally.
Replacements favor course of action three.

(2) Personnel management.

Concerning POW. All courses of action affect POW equally. A problem is presented by the number of prisoners expected to be captured and the inability of army to evacuate them. One POW escort guard company has been attached to the corps. Through maximum utilization of this unit in evacuating prisoners, the provost marshal states he can evacuate about 3,000 POWs per day from division to army installations provided transportation is made available. G4 states he believes sufficient transportation can be made available to evacuate a minimum of 1,500 POWs per day. Through close coordination by corps and division provost marshals, evacuation should be possible with corps holding a maximum of 5,000 POWs at any time. Morale of POWs is expected to be low. The provost marshal states that he can guard 5,000 POWs and carry out the evacuation necessary.

(3) Maintenance of discipline, law, and order. The typhus epidemic in SAARLAUF will present some problems in law and order in the event course of action three is adopted. If course of action three is adopted the provost marshal should give maximum assistance to the division uncovering SAARLAUF. G5 has indicated ability to assist materially if this course of action is adopted. The surgeon states that previous immunizations should prevent increases in sickness in units. Discipline, law, and order slightly favor courses of action one and two.

5. CONCLUSIONS

- a. The mission can be supported from a personnel standpoint. However, at the conclusion of the action the corps strength will be low and a period of two weeks' rehabilitation should be planned for the 23d and 25th Armd Divs and the 72d Inf Div.
- b. Course of action one can best be supported from a personnel standpoint.
- c. (1) If course of action one or two is adopted, recommend priority on armored replacement be given to 25th Armd Div.
(2) If course of action three is adopted, recommend priority on infantry replacements be given 72d Inf Div.
- d. The corps commander should be informed of the projected strength at the conclusion of the operation and of the critical need for both infantry and armored replacements to bring the 72d Inf Div and the armd div up to strength. He should also be informed of the need for rehabilitation of the 72d Inf Div and the armd div at the conclusion of the operation.

/s/ _____
G1

Annex A. Administrative Overlay (omitted)

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Form 5. Intelligence Estimate

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Issuing section and headquarters¹
 Place
 Date and Time

INTELLIGENCE ESTIMATE NO.²

Reference: Maps or charts or other documents.

1. MISSION: State the assigned or assumed mission.
2. THE AREA OF OPERATIONS

This paragraph discusses the influence of the area of operations used in arriving at conclusions. This paragraph is based on the facts and conclusions of the analysis of the area of operations if one has been prepared. Effects on our courses of action may be omitted if adequately covered in a current analysis of the area of operations.

a. Weather.

- (1) Existing situation. Include light data and either a weather forecast or climatic information as appropriate. Use appendices for detailed information.
- (2) Effect on enemy courses of action. Discuss the effects of weather on each enemy broad course of action. Each discussion concludes with a summary statement as to whether the course of action is favored or not by the weather. Among the courses of action include use of nuclear weapons, chemical and biological agents, special methods, techniques, equipment, procedures, or forces. For example, use of airborne, airmobile forces, surveillance devices, communications, electronic warfare, tactical cover and deception, significant effects on personnel management, logistical support, and civil affairs operations.
- (3) Effect on our courses of action. Discuss each major course of action to accomplish the mission in the same manner as for enemy courses of action above.

b. Terrain.

- (1) Existing situation. Use graphic representations where possible. Use annexes for detailed material. Include as much information as necessary for an understanding of observation and fire, concealment and cover, obstacles, key terrain features, avenues of approach and include effects of and on each, as appropriate, of nuclear fires, biological and chemical agents, etc. See Form 26 (Analysis of Area of Operations, par. 3a) for details of discussion of the five factors given above.
- (2) Effect on enemy courses of action. Discuss in the same manner as for the effects of weather in paragraph 2a(2). For defense courses of action give the best defense area and the best

¹ If distributed outside the headquarters, the first line of the heading is the official designation of the issuing command and the ending modified accordingly.

² Numbered successively in each calendar year.

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avenues of approach leading to the best defense area. For attack courses of action give the best avenues of approach.

(3) Effect on our courses of action. Discuss in the same manner as for effects of terrain on enemy courses of action.

- c. Other characteristics. The following additional characteristics are considered, as pertinent, in separate subparagraphs: sociology, politics, economics, psychology, and other factors. Other factors may include such items as science, material, transportation, manpower, and hydrography. They are analyzed under the same headings as weather and terrain.

3. ENEMY SITUATION

This paragraph gives that information of the enemy which will permit later development of enemy capabilities and vulnerabilities and refinement of these capabilities into a specific course of action and their relative probability of adoption.

- a. Dispositions. Reference may be made to overlays or enemy situation maps or previously published documents.
- b. Composition. Summary of order of battle of opposing forces and other enemy forces that can affect accomplishment of mission. Reference may be made to previously published documents. Special mention is made of units capable of electronic warfare, guerrilla warfare, etc., as appropriate.
- c. Strength. Enemy strength in this subparagraph is categorized as committed forces, reinforcements, air, and nuclear, chemical and biological warfare. The purpose of the categorization is to assist in developing enemy capabilities and vulnerabilities for use by the commander and staff in selecting courses of action.

- (1) Committed forces. Includes artillery and other units in position to support the committed forces with fire, chemical, and biological warfare agents. Specify which units can deliver nuclear fires, chemical agents, etc., as appropriate. Omit if there are no committed forces. Committed forces are those enemy ground units (including guerrillas, if appropriate), together with their supporting ground fire units, which are reasonably certain of being employed within a definite area regardless of the specific friendly course of action that may be implemented. Disposition, location, echelon of control, or other factors considered at the time of the estimate are considered in determining which enemy forces are committed forces. The major subordinate units of the comparable enemy commander committed against our force are usually considered as committed forces. The reserves of the enemy command, comparable to that of the estimator's command, committed against our force and the reserves of higher enemy commanders are usually considered as reinforcements. If there is doubt as to whether a unit should be considered as committed forces or a reinforcement, it is considered as a reinforcement. This attributes to the enemy the maximum

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capability to reinforce his forces that can oppose a given friendly course of action.

- (2) Reinforcements. Include designation and location. Omit if there are no reinforcements. (Reinforcements are those enemy forces which may or may not be employed against us depending on our choice of specific course of action and enemy plans. To be considered as reinforcements, the enemy forces must also be capable of being employed against us at various times and places, subject to time and distance considerations, in time to affect the accomplishment of the mission. Disposition, location, echelon of control, or other factors considered at the time of the estimate are considered in determining which enemy forces are considered as reinforcements.)
 - (3) Air. List number of aircraft by type within operational radius. Include number of possible sorties per day by type of aircraft, if known.
 - (4) Nuclear, chemical, and biological warfare. State estimate, as appropriate, of number, type, yield, and delivery means of nuclear weapons, chemical, and biological warfare agents available to the enemy. (Estimates of enemy air, nuclear, chemical, and biological warfare capabilities are usually prepared at field army level and higher headquarters. Units subordinate to field army level use the estimates of higher headquarters.)
- d. Recent and present significant activities. In this subparagraph selected items of information are listed to provide a basis for analyses to determine relative probability of adoption of specific courses of action and enemy vulnerabilities. Enemy failures to take expected actions are listed as well as positive information.
- e. Peculiarities and weaknesses. Based on knowledge of enemy tactical doctrine, practices, the principles of war, the area of operations, and the enemy situation previously described and discussed, list those items permitting development of vulnerabilities and determination of relative probability of the enemy adoption of specific courses of action. The items listed are grouped under the headings indicated below. Only pertinent headings are used.
- (1) Personnel. An estimate of strength usually is included if less than 80 percent are authorized and status of morale is included if known.
 - (2) Intelligence. An estimate of enemy intelligence success, ineffectiveness, and susceptibility to deception and detection.
 - (3) Operations. An estimate of combat effectiveness usually is included if less than excellent.
 - (4) Logistics. An estimate of enemy ability to support his forces logistically is included if there are any apparent inabilities to do so.
 - (5) Civil affairs. An estimate of the attitude of civil populace, status of food, supply, medical facilities, and communications.

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- (6) Personalities. An estimate of the capabilities and/or weakness of enemy commanders and principal staff officers.

4. ENEMY CAPABILITIES

Based on all the previous information and analyses, develop and list the enemy capabilities. The listing provides a basis for analyzing the available information to arrive at those capabilities the enemy can adopt as specific courses of action and their relative probability of adoption.

- a. Enumeration. State what, when, where, and in what strength for each capability.
- b. Analysis and discussion. To provide a basis for conclusions on adoption of enemy capabilities and their relative probability of adoption, each capability, or appropriate combination, is discussed in a separate subparagraph. All the pertinent previous information and conclusions are tabulated as either supporting or rejecting the adoption of the capability. After listing all the evidence, each capability is judged from the enemy point of view on whether the adoption of the capability is or is not advantageous to the enemy. Such judgments need not be made if the conclusion is obvious or if there is no evidence that the enemy will adopt the capability, except when the capability is one which will make the accomplishment of the friendly mission highly doubtful or impossible. This exception is to focus attention on dangerous threats.

5. CONCLUSIONS

Based on all the previous information and analyses, conclusions are stated as to the total effects of the area of operations on friendly broad courses of action, the courses of action most probable of adoption by the enemy to include their relative probability of adoption, and the effects of the enemy vulnerabilities which can be exploited, and thus furnish a basis for the selection of a friendly course of action.

- a. Effects of the area of operations on our courses of action. For attack courses of action, indicate the best avenues of approach. For defense courses of action, indicate the best defense areas and the best avenues of approach leading to and into the defense areas.

This subparagraph is omitted if the discussion of the effects of the area on our courses of action in paragraph 2 has been omitted because of the availability of a current analysis of the area of operations.

- b. Probable courses of action. Most probable courses of action are listed in order of relative probability of adoption. A listed course of action may include several courses of action which can be executed concurrently. This is a statement of conclusions based on the preceding information and analyses. Usually not more than two or three courses of action in order of probability of adoption can be justified by the available evidence. If the available evidence of enemy activities is not definitive enough to justify selecting the enemy course of action most probable of adoption, the intelligence officer selects one based on his knowledge of the area of operations, enemy doctrine, enemy practices, and the available evi-

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dence. The bases of such selections are clearly indicated to the commander.

- c. Enemy vulnerabilities. List the effects of peculiarities and weaknesses that result in vulnerabilities that are exploitable at own, higher, or lower echelons. The order of listing has no significance.

/s/_____

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Example 5. Intelligence Estimate, Corps

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G2 Section, 1st Corps
 OLIVIO (0256), KURTANIA
 101200 August 1960

INTELLIGENCE ESTIMATE NO. 88

Reference: Maps, KURTANIA, 1:250,000, BONNOTI-LESLETA Sheets T-3 * * *

1. MISSION

- a. Defend the area, SEIRATA (4801) — * * * all points inclusive, prepare to continue the attack towards * * * on army order.

2. THE AREA OF OPERATIONS

a. Weather.

- (1) Existing situation. During the period 10 to 20 Aug, weather will be fair except for scattered occasional showers. Visibility will be unlimited except when reduced to one to three miles during showers. Surface winds from the west at 5 to 12 miles an hour. Winds aloft for yields of tactical interest are usually about 15 knots from the west. Atmospheric pressure will average about 980 millibars. Temperature will range from about 57° to 90° F. New moon: 10 Aug.

Light Data

	BMNT	BMCT	EECT	EENT	MOONRISE	MOONSET
10 Aug	0402	0443	2007	2051	New Moon	2223
* * *	*	*	*	*	*	*
20 Aug	0420	0458	1948	2028	1815	0210

- (2) Effect on enemy courses of action. Weather, except during showers, gives Aggressor excellent observation in the defense or attack. An attack during the period will have good cross-country trafficability. Cross-country trafficability, and observation will be only slightly restricted by moderate showers. Winds do not favor Aggressor use of smoke, toxic chemicals, or fallout. Weather favors Aggressor use of nuclear weapons and his air and airmobile operations.
- (3) Effect on our course of action. The weather favors the defense. Fair weather favors exploitation of our armor, artillery, and air power, and use of nuclear weapons. Surface and winds aloft favor our use of smoke, toxic chemicals, and fallout.

b. Terrain.

(1) Existing situation.

- (a) Observation and fire. There are few good observation points, except along * * *. Smoke from forest fires caused by nuclear weapons is likely to * * *. Fields of fire throughout the area for flat trajectory weapons range from excellent to poor, being limited by * * *.
- (b) Concealment and cover. Good concealment is afforded by the wooded areas. Some concealment and cover are available in * * *. The numerous deep ravines and folds in the

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ground offer some protection from thermal effects of nuclear weapons, * * *.

- (c) Obstacles. SHAMUS River fordable; fordable with difficulty north of * * *. The soil, even where under cultivation, is firm and capable of supporting extensive heavy-wheeled and tracked vehicle traffic. In stream bottoms the wet soil will magnify the cratering effects of subsurface nuclear bursts and will only support light-tracked and wheeled traffic. Soil composition favors the productions of high intensities of induced radiation. Terrain favors Aggressor use of persistent toxic chemicals in the valley forward of his position in the southern part of the corps sector. Woods in the vicinity of * * * will become major obstacles in the event of blowdown or if set on fire.

- (d) Key terrain features.

1. Hill mass 377 (3704) and ridge to the north. This terrain feature has the highest elevation in the corps sector. If seized by Aggressor he can control by observation and fire the entire forward portion of the western half of the corps area. It also controls, in depth, all avenues of approach leading into the * * * area.

- (e) Avenues of approach.

1. Avenue of approach into our position:

- (a) Axis WALSO (5606)— * * * —ALETHEA (2898).

The road net in this avenue of approach is excellent with major roads leading into our position. There is adequate room for deployment of one motorized rifle division * * *.

* * * * *

2. Avenues of approach into Aggressor's position:

- (a) Axis LAURIEA (5682) * * *. This approach reaches dominating terrain early by crossing the * * * saddles, thus avoiding the deepest and steepest portions of two major cross compartments. The artificial obstacles in these saddles are shallow. Once the area of Hil * * * is reached this avenue of approach follows a wide ridge large enough to accommodate a division. The road net in this avenue of approach is fair and there are no trafficability problems.

* * * * *

- (2) Effect on enemy courses of action. Terrain does not favor Aggressor attack. Woods and valley obstacles will slow and canalize Aggressor movements. The best defensive areas are * * *. The best avenues of approach to these areas are * * *. The most favorable approach for an Aggressor attack is * * *.

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Terrain favors Aggressor delivery of nuclear weapons by low-level air attack as long as he controls UMPSCHEIDT ridge.

- (3) Effect on our courses of action. The terrain favors the defense in the area * * *. The best avenue of approach to this defense area is * * *. The steep slopes of the * * * are formidable obstacles to mechanized attack. The broken rolling country and steep stream valleys within our position favor defense on successive positions. Near the corps south boundary the terrain is relatively open with no terrain obstacles between * * *. The terrain generally favors the use of nuclear weapons. Rubble and blowdown resulting from nuclear blast could make formidable obstacles of cities, towns, and woods in the zone. The terrain favors the use of toxic chemicals.

c. Other Characteristics.

- (1) Psychological. Aggressor nuclear attacks of nonmilitary targets have resulted in bitter hostility by local civilians to Aggressor forces.
- (2) Effect on enemy courses of action. Attitude of civilians will probably hamper operations of Aggressor guerrillas in our sector.
- (3) Effect on own courses of action. Hostile attitude of civilians toward Aggressor can be exploited to assist in antiguerrilla operations.

3. ENEMY SITUATION

a. Dispositions. Annex A, Situation Overlay.

- b. Composition. Aggressor forces opposing the corps are estimated to be the 40th and 195th Rifle Div, and elements of the 40th Rifle Regt, 19th Rifle Div. Aggressor 22d Corps, which is known to be operating in this area, is believed to be the controlling headquarters for the 83d, 40th, and 195th Rifle Div. The normal corps artillery is supporting the divisions in contact. The unidentified mechanized rifle unit located in the vicinity * * * is estimated to be a mechanized rifle regiment and is believed to be in corps reserve. An estimated 1,200 guerrillas, lightly armed, are operating in the * * * area. At least one 300-mm gun battalion and one ROCKO and one MICKY missile battalion and elements of a howitzer division are known to be in support of Aggressor 22d Corps. Elements of the 4th Air Army have been supporting Aggressor forces in our sector.

c. Strength.

- (1) Committed forces. 1st Corps is opposed by approximately seven rifle regiments and three medium tank regiments supported by 14 battalions of artillery, two antitank battalions, two 160-mm mortar battalions, one 240-mm rocket battalion, one 310-mm gun battalion, one ROCKO battalion, and one MICKY battalion. 1st Corps is also opposed by 1,200 guerrillas, lightly armed.

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(2) Reinforcements, Aggressor reinforcements available for commitment in our zone are—

(a) Estimated mechanized regiment located vicinity of * * *

* * * * *

(3) Air. 30th Army estimates there are 100 fighters, 50 attack, and 60 bomber aircraft within operational radius of our sector.

(4) Nuclear. One 310-mm gun battalion, one ROCKO battalion, and one MICKY battalion are estimated to be able to fire into our sector. 30th Army estimates that Aggressor can employ 30 nuclear weapons per month of from 0.5 KT to 500 KT yield within the army area.

d. Recent and present significant activities. Annex A, Situation Overlay.

(1) During the period 3 to 8 Aug, Aggressor continued to fall back before the advance of 30th (US) Army until the line * * * was reached. Thereafter, Aggressor resisted our advance successfully.

(2) Photo interpretation reports indicate extensive entrenchments being dug in the area between * * *. Civilian line crossers report that much of this is being done by forced civilian labor under Aggressor engineer supervision.

* * * * *

e. Peculiarities and weaknesses.

(1) Personnel. Aggressor units opposing US units are operating at about 70 per cent personnel strength. Combat efficiency is fair. Although losses received in operations west of the YANGTO River and in our nuclear attack along the YANGTO River were severe, Aggressor has been able to provide trained replacements on a limited scale. Morale is rated as fair to poor. This is evidenced by the high desertion rate and interrogation of prisoners of war.

(2) Intelligence. Aggressor radio and camouflage discipline appear to be weakening.

(3) Operations. All Aggressor divisions in contact are overextended. Aggressor forces opposing us do not have normal amount of supporting antitank, antiaircraft, and field artillery. His close air support is decreasing materially. Targets attacked with nuclear fires have been of battle group or larger size.

(4) Logistics. Aggressor can support a defensive operation and, with difficulty, an offensive operation. Aggressor is estimated to be short 30 per cent of his organic transportation and short of normal POL supplies. Thus, shortage may reduce Aggressor's capability to move his reserves rapidly.

(5) Personalities. General of Corps Carlos Torres has recently arrived in the theater and has assumed command of 22d Rifle Corps. He is reputed to be an expert on defensive operations.

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4. ENEMY CAPABILITIES

a. Enumeration.

- (1) Attack now along our front with seven rifle regiments supported by all available artillery, air, and nuclear weapons.
- (2) Defend now in present positions with seven rifle regiments supported by all available artillery, air, and nuclear weapons.
- (3) Reinforce his attack or defense with all or part of the following units at the places and times indicated:

UNIT	PLACE	MOTOR	FOOT
(b) Estimated mechanized regt vicinity	***	2 hours and 10 minutes after start of movement	
	***	3 hours after start of movement	

- (7) Employ in the 1st Corps area an unknown number of nuclear weapons of 0.5 KT to 500 KT yield with delivery by artillery, free rocket, missile or air.
- (8) By massing aircraft within operational radius of 1st Corps, mount a maximum of *** sorties daily.

b. Analysis and discussion.

- (1) Attack. There are no indications of Aggressor adopting this capability.
- (2) Defend. The following indications point to Aggressor's adoption of the defense capability:

- (3) Aggressor nuclear attack is a continuing threat. It must be assumed that Aggressor will continue to employ nuclear weapons against targets of battle group or larger size.

- (8) Air attack is a continuing threat. However, it is unlikely that more than a small portion of Aggressor's air capability will be used for direct ground support.

5. CONCLUSIONS

- a. Our best defensive position is in the area ***. The best avenue of approach to this area is ***. The best avenue of approach for an attack is ***. Our use of smoke, toxic chemicals, nuclear weapons, fallout, air, armor, and artillery in the defense is favored by the characteristics of the area.
- b. Probable course of action. Defend in present position reinforced by available reserves and utilizing all available artillery, air, and nuclear weapons and continue harassing attacks with guerrilla forces.

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c. Vulnerabilities.

- (1) Enemy vulnerable to penetration due to overextension of forces in contact.
- (2) Reduced ability to move reserves rapidly.

/s/Bravo
BRAVO
G2

Annex A—Situation Overlay (omitted)
Distribution—A

(Classification)

Example 6. Intelligence Estimate, ADLOG

(Classification)

Copy No. 2
 Security Division, 121st Log Comd
 (Aegean ADLOG)
 ALEXANDRIA (31°13'N, 29°55'E), EGYPT
 15 May 19__

INTELLIGENCE ESTIMATE No. 7

Reference: Map, AMS Series M404 EUROPE (Air) 1:500,000, Sheets* * *.

1. MISSION

Aegean Advance Logistical Command (AADLOG) supports 1st Allied Army;
 assumes control of advance section approximately 5 June 1961; prepares
 to support 1st Allied Army offensive to north and northeast.

2. THE AREA OF OPERATIONS

a. Weather.

- (1) Existing situation. During the period 1 June to 31 July the weather will be generally fair and hot with occasional heavy rains in early June. Daytime temperature from 70° to 90° F with nights cooling to 60° F. Surface winds in the central and western portions of the area from the west at 0-6 MPH; along the BLACK Sea coast surface winds from the east 2-5 MPH. Winds aloft variable. Visibility unrestricted except during early afternoon when observation restricted to three miles by light haze until full moon on 12 June, 12 July, 10 August, 1500 daily. Atmospheric pressure; average 970 millibars.

LIGHT DATA

	BMNT	BMCT	EECT	EENT	Moonrise	Moonset
1 Jun	0337	0500	1815	1938	0550	1922
*	*	*	*	*	*	*
15 Jun	0336	0500	1819	1943	1544	0227

(2) Effect on enemy courses of action.

- (a) Aerial and electronic surveillance. Fair weather favors aerial and electronic surveillance over the entire area.
- (b) Use of nuclear weapons. Weather conditions favor Aggressor use of nuclear weapons. Restricted visibility during early afternoon may impair the accuracy of delivery. Winds favor Aggressor use of fallout.
- (c) Use of chemical agents. Temperatures favor the use of all types of toxic chemical agents. Strong inversion conditions between 1800-0400 daily favoring use of non-persistent agents. High midday temperatures particularly favor use of persistent agents.
- (d) Employment of airborne or airmobile forces. Weather conditions favor the employment of airborne or airmobile forces.
- (e) Use of guerrillas. Weather does not provide concealment for daylight movements. Occasional rains may impede cross-country movement in the areas * * *.

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- (3) Effect on our courses of action. Long daylight period reduces handicap of blackout condition operations. Air terminal operations may be restricted during periods of limited visibility. Expected fair weather reduces need for covered storage and makes unloading in the port and beach areas and movement of supplies easier. Weather generally favors our operations.

b. Terrain.

- (1) Existing situation. See Analysis of Area of Operations No. 6.

- (a) Observation and fire. The high ground throughout the area, particularly in the RHODOPE and STARA PLANINA complexes, gives Aggressor good observation into our area. Fields of fire for flat trajectory weapons are generally restricted due to terrain irregularities.
- (b) Concealment and cover. The many wooded and high brush areas offer fair to good concealment from air observation but does not prevent ground observation at close range. Broken terrain offers good cover from flat trajectory fire.
- (c) Key terrain features. ALEXANDROUPOLIS port and beaches. The port of ALEXANDROUPOLIS and the surrounding beach areas constitute one of our major terminal complexes. Destruction by Aggressor of this port area would temporarily reduce our capability to support the 1st Allied Army in BULGARIA.

* * * * *

(d) Obstacles.

1. Drainage system. MARITSA River.

* * * * *

2. Relief. The RHODOPE mountains. The narrow gorges on the few routes through this area are easily defended by small forces or blocked by small scale demolitions.

* * * * *

3. Vegetation. Trees and shrub forests in * * * area prevent movement off the roads except by individuals and light vehicles.

4. Surface materials. Cross-country trafficability is good except in large valleys and in the * * * area. In the large valleys clay and loam restrict wheeled vehicles to roads, except for individual light vehicles. Marshy areas bordering larger streams are impassable for all vehicles.

5. Man-made features.

- (a) Roads. Most roads follow valleys and basins. The roads across mountain ranges use passes and gorges. Most of the main roads are surfaced with stone, gravel or bituminous mix. Traffic is seriously hindered by narrow road beds, numerous low-capacity bridges, sharp turns at the bridge approaches and in towns and villages.

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(b) Railroads. The railroads are single-track, standard gauge in most places, and easily sabotaged. All railroads have light track structure, antiquated equipment, and lack alternate routes.

* * * * *

6. Avenues of approach.

(a) Available to Aggressor. BLACK Sea. Excellent landing beaches adequate for an Aggressor corps exist on the southwest coast of the BLACK Sea. An Aggressor amphibious operation in this area will threaten our lines of communication to the north and the major port of ISTANBUL.

* * * * *

(2) Effect on enemy courses of action.

(a) Use of guerrilla forces. The terrain, particularly in the KOMOTINI, ALEXANDROUPOLIS, TEKIRDAG areas favor Aggressor guerrilla and clandestine operations. These areas are mountainous and woody and have adequate concealment for guerrilla bands and clandestine agents. The beaches along the BLACK and MEDITERRANEAN Seas favor entry for water-borne guerrillas and agents.

(b) Employment of airborne or airmobile forces. There are sufficient open areas throughout the area for adequate drop zones or for airlanded forces.

(c) Use of nuclear weapons. The valleys favor use of nuclear weapons with maximum weapons effects. In the highlands, the broken terrain and gorges reduce the effects of nuclear weapons. In the deep valleys blast effects may be increased when targets and ground zeros are in the same valley. In the wooded areas blowdown will block roads and trails and secondary fires will result.

(d) Use of chemical agents. Terrain favors use of toxic agents in areas providing concealment. Terrain favors use of persistent agents along land lines of communications.

(3) Effect on our courses of action. Terrain does not favor our operations and requires extensive construction and maintenance of roads, railroads, and bridges, and detailed traffic control. Ports, airfields, and beach facilities have adequate tonnage capacity to support the operation and are well dispersed to reduce vulnerability to nuclear attack. * * *.

c. Sociology.

(1) The majority of the people in TURKEY and GREECE favor our cause. A minority has expressed dissatisfaction with the government of TURKEY, but remains basically loyal.

d. Politics.

* * * * *

e. Economics.

* * * * *

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f. Psychology.

* * * * *

g. Manpower.

* * * * *

3. ENEMY SITUATION

a. Dispositions. Annex A, Situation Overlay.

b. Composition.

* * * * *

c. Strength.

(1) Committed forces. Approximately 750 guerrillas armed primarily with individual automatic weapons. Guerrilla organization is unknown.

(2) Air. 9th TAF estimates that Aggressor has within operational radius 100 fighter aircraft, 100 attack aircraft, and 50 bombers.

(3) Nuclear. It is estimated that for the next 30 days Aggressor can employ in our area 45-60 nuclear weapons of from 20 KT to 500 KT yield with delivery by guided missile, free rocket, aircraft, and prepositioning.

d. Recent and present significant activities.

(1) Aggressor guided missile units have recently moved into * * *. No reports of firing of missiles have been received.

(2) Continuous work on railroads and roads in enemy territory.

(3) An Aggressor amphibious training school has been established in the vicinity of VARNA.

(4) Reports indicate that landing craft to lift one Aggressor division are being assembled.

(5) Guerrillas attacked supply installations and convoys twice in the vicinity of * * * in the past four days.

(6) Aggressor has large quantities of chemical agents stored. No movement of stocks into this theater has been reported.

* * * * *

e. Peculiarities and weaknesses.

(1) Personnel.

* * * * *

(3) Operations. No pattern in guerrilla attacks on supply installations. They appear to strike at targets of opportunity rather than cripple any specific type of activity or installations.

(4) Logistics. Guerrilla food and ammunition stocks are reported to be running low. Aggressor weapons consists primarily of individual automatic weapons.

* * * * *

4. ENEMY CAPABILITIES

a. Enumeration.

(1) Continue guerrilla operations in our area with about 750 guerrillas.

* * * * *

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- (6) Attack now with three rifle divisions and two mechanized divisions supported by all available artillery, air, and nuclear weapons in the direction of EDIRNE-ISTANBUL.
- (7) Attack at any time in our area with an estimated 45 to 60 nuclear weapons of from 20 KT to 500 KT yield with delivery by air, guided missile, free rocket, and prepositioning.

* * * * *

b. Analysis and discussion.

- (1) Continue guerrilla operations in our area with about 750 guerrillas.

- (a) The following indicate adoption of this capability.

- 1. Guerrilla forces have been operating in the vicinity of * * *.

* * * * *

- (6) Attack in the direction EDIRNE-ISTANBUL.

- (a) The following indicate adoption of this capability.

- 1. Enemy patrols have been particularly active in this area.
 - 2. Aggressor guerrillas have been active in the EDIRNE-ORESTIAS area.
 - 3. STARA-ZAGORA-EDIRNE-ISTANBUL is a favorable avenue of approach.
 - 4. Enemy forces in contact and reserves are disposed to support an attack on either or both of these axes.

- (b) If Aggressor succeeds in capturing EDIRNE, he will have an excellent chance of delaying our future operations. An attack utilizing the two avenues of approach to EDIRNE gives Aggressor excellent approaches to ISTANBUL, politically and logistically important and would require withdrawing forces from the area north of the sea of MARMARA.

* * * * *

- (7) Nuclear. Additional guided missile units have recently moved into operational range. Aggressor has 45-60 weapons available for use in our area. It must be assumed that nuclear weapons will be used against lucrative targets in our areas.

- (8) There are no indications that Aggressor will use chemical agents against us.

5. CONCLUSIONS

a. Probable courses of action.

- (1) Continue current defense using all available artillery, air and nuclear weapons and guerrillas in our areas to disrupt our operations.

- (2) * * *

b. Vulnerabilities.

- (1) Inability of guerrillas to oppose strong attacks because of shortage of ammunition and weapons except individual automatic weapons.

SMITH

Director of Security

ANNEX: A: Situation overlay 1

(Classification)

Form 6. Logistical Estimate

(Classification)

Issuing section and headquarters
Place
Date and time

LOGISTICAL ESTIMATE NO.

References: Maps or charts (As necessary for understanding of the estimate).

1. MISSION

Statement of the mission assigned or contemplated for the whole command. Intermediate tasks, assigned or deduced, necessary for accomplishing the mission should be listed in appropriate subparagraphs.

2. THE SITUATION AND CONSIDERATIONS

- a. Intelligence situation. Information obtained from the intelligence officer (G2). When the logistical estimate is prepared in written form or when the details make it appropriate, a brief summary and reference to the latest periodic intelligence report or estimate may suffice or the appropriate material may be attached as an annex.
 - (1) Characteristics of the area of operations.
 - (2) Enemy strengths and dispositions.
 - (3) Enemy capabilities. Enemy capabilities which affect logistical support of the operation or damage control.
- b. Tactical situation. Information obtained from the commander's planning guidance and from the operations officer (G3).
 - (1) Present dispositions of major tactical elements.
 - (2) Possible courses of action.
 - (3) Projected operations, if known, and other planning factors as required for coordination and integration of staff estimates.
- c. Personnel situation. Information obtained from the personnel officer (G1).
 - (1) Present dispositions of administrative units and installations other than logistical and civil affairs.
 - (2) Strengths to be supported.
 - (3) Projected developments within the personnel field likely to affect logistical support of the operation.
- d. Civil Affairs situation. Information obtained from the civil affairs officer (G5).
 - (1) Present disposition of CA units and installations.
 - (2) Projected developments within the CA field likely to affect logistical support of the operation.
- e. Logistical situation. Present status of logistical units and installations, to include strengths, locations, and missions. May be by reference to a current administrative order or the appropriate material may be attached as an annex.
- f. Assumptions. When required as a basis for initiating preparation of the estimate and not included above. Assumptions are eliminated

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or modified as appropriate when factual data or specific planning guidance becomes available.

- g. Special factors. Items which require special treatment in the logistical estimate.

3. ANALYSIS

Under each subheading, and for each proposed course of action when appropriate, determine the requirements, availability or capability, and indicate any limiting features.

- a. Material and services.

- (1) Supply.
- (2) Transportation.
- (3) Services.

- b. Medical Evacuation and Hospitalization.

- c. Miscellaneous. Include any special organizational or other logistical considerations such as boundaries, protection and area damage control.

4. COMPARISON

- a. Evaluate the outstanding logistical elements and controlling limiting features, if any, with respect to the accomplishment of the basic mission.

- b. Discuss the advantages and disadvantages of each proposed course of action from the logistical viewpoint. Include methods of overcoming limiting features or modifications required in specific courses of action.

5. CONCLUSIONS

- a. Indicate whether or not the operation set forth in paragraph 1 can be logistically supported.
- b. Indicate, when appropriate, which proposed course(s) of action can best be supported logistically.
- c. Indicate, when appropriate, the logistical disadvantages of proposed courses of action not listed in subparagraph b above.
- d. List the major logistical features, if any, which must be brought to the commander's attention. Include, when appropriate, specific recommendations as to action(s) indicated.

/s/ _____

G4

Annexes

(Classification)

Example 7. Logistical Estimate, Army

(Classification)

G4 Section, 1st Allied Army
 CORLU (41°09'N, 27°48'E). TURKEY
 1 Jun 19__

LOGISTICAL ESTIMATE NO. 3

Reference: Maps, EUROPE (Air), 1:500,000, Sheets BRASOV (NE 44/22),
 BUCRESTI (NE 44/26), SOFIA (NE 42/22), VARNA (NE 42/26),
 THESSALONIKI (NE 40/22), ISTANBUL (NE 40/26).

1. MISSION

1st Allied Army seizes and defends an area in European TURKEY, GREECE, and BULGARIA sufficient to support future operations to the north into Aggressor homeland; prepares to conduct offensive operations to the north in the direction of ODESSA on order.

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence situation. See Intelligence Estimate No. 3.

b. Tactical situation.

(1) See Operations Estimate No. 3.

(2) Possible tactical courses of action.

(a) Course one—defend present position.

(b) Course two—attack to seize and defend the STARA PLANINA.

(c) Course three—attack to seize and defend the DANUBE River line.

(3) Projected operations. The initial defensive operations must provide a sufficient base for offensive operations to the north into RUMANIA and AGGRESSOR, and such offensive operations to be conducted as soon as tactical and administrative support becomes available.

c. Personnel situation.

(1) The present dispositions of administrative units and installations other than logistical are * * *.

(2) There are no shortages of personnel or of administrative support units which will affect the logistical support of this operation.

d. CA situation.

(1) The present dispositions of CA units are * * *.

(2) In general, the population of BULGARIA can be expected to be uncooperative initially. As the Allied operation appears that it will be successful, large segments of the population may be expected to join and/or support Allied operations.

(3) Enemy civilian personnel can be expected to influence logistical operations as follows:

(a) Conduct guerrilla action in rear areas and engage in sabotage, espionage, and subversion.

(b) Interfere with operations by blocking major communications routes with refugees and displaced persons.

(4) Since large quantities of food and fuel have been imported from Aggressor homeland in the past, minimum essential quantities of

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such commodities must be provided the civilian population from Allied sources.

e. Logistical situation. Annex A, Army Logistical Units and Installations.

f. Assumptions.

(1) Offensive operations to seize and secure the STARA PLANINA will take 10 days.

(2) Offensive operations to seize and secure the DANUBE River line will take 17 days.

(3) Roads and railroads shown on overlay 2 are existent and usable.

(4) Supplies on hand on D-day will be those indicated in paragraph 3a(1)(b)1 below.

(5) Two divisions (one inf and one armored) will be present and attached to 1st Allied Army on D+10.

g. Special Factors. Communications centers and logistical installations can be expected to constitute remunerative targets for Aggressor nuclear weapons unless adequate measures are taken to reduce vulnerability and susceptibility of such areas to nuclear attack.

3. ANALYSIS

a. Materiel and services.

(1) Supply.

(a) Requirements.

1. Daily replacement and consumption tonnage:

	OFFENSIVE		DEFENSIVE	
	6 div	8 div	6 div	8 div
Class I	750	990	850	1,150
Class III	1,160	1,500	1,010	1,400
Class IIIA	1,500	1,500	1,500	1,500
Class V	1,650	2,240	1,860	2,500
Class VA	800	800	700	750
Classes II and IV	940	1,220	1,150	1,525
Cml	(5)	(7)	(8)	(10)
Engr	(250)	(320)	(500)	(640)
Med	(15)	(18)	(12)	(15)
Ord	(480)	(635)	(430)	(600)
QM	(95)	(120)	(100)	(130)
Sig	(95)	(120)	(100)	(130)
Total Army	4,500	6,000	4,870	6,575
Total Air Force	2,300	2,300	2,200	2,200
Aggregate	6,800	8,300	7,070	8,775

2. Prescribed levels.

Classes I and III—5 days

Classes II and IV—10 days

Class V —8 days

(b) Availability.

1. Estimated to be on hand in 1st Allied Army depots vicinity EDIRNE by D-day—21,250 tons.

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2. Supplies by class and service required by 1st Allied Army are available in the Communications Zone.
3. Reserve stocks of classes IIIA and VA on hand in 9th TAF supply installations are adequate for both offensive and defensive operations.
4. Eighty per cent of daily replacement and consumption tonnages must be transported forward to support divisions, corps, and miscellaneous field army troops.

(c) Limiting features.

1. Depot stock levels on D-day will be as follows:

	Required	On hand	over/short	% on hand
Offensive (6 div)	32,150	21,250	-10,900	66%
Defensive (6 div)	35,680	21,250	-14,430	59%

2. Although prescribed levels cannot be met by D-day, tonnages received from CommZ will exceed replacement and consumption tonnages and will permit gradual and acceptable buildup.

(2) Transportation.

(1) Requirements.

1. Logistical.

- (a) Replacement and consumption tonnages to be moved:

6 div defensive=(.8) (4,870)=3,896 tons
 6 div offensive=(.8) (4,500)=3,600 tons
 8 div defensive=(.8) (6,575)=5,260 tons
 8 div offensive=(.8) (6,000)=4,800 tons

- (b) Local hauls in and between depots—two light truck companies.

2. Personnel—two light truck companies to move replacement and mail for prisoners of war and civilian evacuation, and for other miscellaneous personnel tasks.
3. Surgeon—one light truck company for displacement of hospitals.
4. Rear area security and area damage control—one light truck company.
5. Tactical—all tactical requirements can be met using army armored carriers and organic transportation.

(b) Available.

1. Highway.

Twenty light truck companies (270,000 fwd ton miles per day).

Five medium Truck companies (135,000 fwd ton miles per day).

2. Rail. One single track railroad not available before D+20 (capacity 4,000 tons or 320,000 fwd ton miles per day).
3. Air. Two transportation battalions (Trans acft) of four companies each (38,240 fwd ton miles daily).
4. Sea. No shipping available on the Black Sea.

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(c) Limiting features.

1. The total transportation capability is adequate to meet all replacement and consumption tonnage requirements and provide some tonnage in excess to meet authorized stock levels at depots vicinity EDIRNE by D-day.
2. By D-day ADLOG Middle East Theater Army Logistical Command (METALOG) will assume control of designated area (overlay four) and is estimated to be able to make available to 1st Allied Army depot tonnages as follows:
 June 20-30—8,000 tons/day
 July 1-15—10,000 tons/day
 July 16-31—11,000 tons/day
3. Capability of field army transportation to move supplies forward from depots will require displacement of depots to vicinity SIMEONOVGRAD on D+6.
 14 lt trk co $\times$ 13,500 fwd ton miles/day = 189,000 fwd ton miles
 5 med trk co $\times$ 27,000 fwd ton miles/day = 135,000 fwd ton miles
 8 lt hel co $\times$ 4,780 fwd ton miles/day = 38,240 fwd ton miles

$$\frac{362,240 \text{ ton miles}}{3,600 \text{ tons}} = 100 \text{ miles} \qquad \frac{362,240}{\text{fwd ton miles}}$$
4. TALOG cannot deliver supplies forward of SIMEONOVGRAD in appreciable quantities prior to D+30. As a result the extent of operations north of SIMEONOVGRAD is dependent upon the capability of field army transportation. A six-division offensive could continue about 80-90 miles north of SIMEONOVGRAD but when the two additional divisions are joined the total distance north of depots which can be supported with army transportation will be— $\frac{362,240 \text{ fwd ton miles}}{5,260 \text{ tons}} = 69 \text{ miles}$ with the line of contact approximately 70 miles north of SIMEONOVGRAD.

(3) Service.

- (a) Requirements and availability. Unexpected rains as well as extensive use of demolitions by Aggressor may increase requirements for engineer bridge companies and combat and construction battalions.
- (b) Limiting features. While no limiting features exist at present, the definite possibility of such engineer problems as above must be planned and units earmarked for the tasks.

b. Medical evacuation and hospitalization.

(1) Requirements.

- (a) The following evacuation units are required for this operation:
 Nine medical evacuation companies (ambulance)
 Four clearing companies

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(b) Following are hospitals required for this operation:

Ten field hospitals
Fourteen evacuation hospitals, semimobile
One convalescent hospital

(2) Availability. Evacuation and hospitalization units are available to meet requirements in 2a above.

(3) Limiting features.

(a) A nuclear attack by Aggressor may increase evacuation requirements and also may be accompanied by destruction of certain evacuation means. While this dictates centralized control, other evacuation means in the form of organic trucks and transport aviation of subordinate units may be needed to meet emergency requirements.

(b) If Aggressor employs nuclear weapons, the number of personnel requiring surgical care will increase and fluctuate, with peak loads probably beyond the capability of the army.

c. Miscellaneous.

(1) Rear area security and area damage control is organized and plans have been prepared.

(2) Troops of 12th (TU) Corps are not thoroughly trained in individual protective measures, area damage control, and rescue operations.

(3) Defense of either the STARA PLANINA or the DANUBE River will provide adequate area for the location of administrative installations to the south; however, the area south of the present position (Turkey-Bulgaria border) does not provide adequate space for disposition and dispersion of forces necessary for the conduct of future offensive operations to the north.

4. COMPARISON

Logistical deficiencies and tactical courses of action are evaluated as follows:

a. Logistical deficiencies.

(1) Transportation. Transportation available to army at the present time will support tactical operations only as far as the STARA PLANINA. Methods of providing additional transportation to support operations as far north as the DANUBE are as follows:

(a) Request additional transportation to be attached to the army.

(b) Request increased transportation support from CommZ to permit northward displacement of depots.

(c) Request waterborne resupply by BLACK Sea.

(d) Levy on subordinate units for vehicles until D+30.

(e) Require supply point distribution of all supplies from army depots and/or supply points.

In (a) and (b) above, no additional support is available. For (c), lack of coastal shipping and Aggressor capability to interfere preclude such operations at the present time.

(Classification)

(Classification)

If DANUBE River line must be defended, best solutions are (e) and (d) in order.

- (2) Medical evacuation and hospitalization. If Aggressor uses nuclear weapons in any appreciable quantity, evacuation and hospitalization requirements may exceed capabilities.

Adequate medical support may require—

- (a) Additional evacuation means including air from METALOG.
- (b) Use of organic general purpose vehicles of subordinate units to evacuate to army.
- (c) Use of army general purpose vehicles and transport aviation to assist in evacuation.
- (d) Shortening of the evacuation policy during critical periods.
- (e) Requesting attachment of evacuation and hospital units to army.

Since additional evacuation and hospital units are not presently available, the best means of solving the evacuation problem is (c). Varying the evacuation policy in coordination with METALOG will solve all but the most critical hospitalization requirements.

- (3) The area available for dispersion of tactical and administrative units and installations south of present position is insufficient. This is particularly true on the west flank north of ALEXANDROUPOLIS which presents a very shallow position in an extremely vulnerable area. While a position along the STARA PLANINA or the DANUBE will provide for adequate dispersion, defense of the DANUBE River line presents an excessively long and vulnerable line of communication as well as an excessive area for tactical and administrative control.

b. Tactical courses of action.

- (1) Transportation requirements for support of the DANUBE River line exceed normal army capabilities but can be supported for a very short period by levy on vehicles of subordinate units. Organic tactical and administrative requirements for offensive beyond the STARA PLANINA and defensive operations along the DANUBE mitigate against such action. Transportation favors courses of action one and two in that order over course three.
- (2) Should the evacuation and hospitalization problem arise because of enemy employment of nuclear weapons, it will be identical for both courses of action and will not affect the selection of a tactical course of action.
- (3) Area responsibilities favor adoption of course of action two.

5. CONCLUSION

- a. The operation can be supported logistically.
- b. Tactical course of action two (seizure and defense of the STARA PLANINA) is the most feasible logistically. Course of action three (seizure and defense of the DANUBE River line) can be supported with difficulty. Course of action one is not feasible logistically.

(Classification)

(Classification)

- c. Normal logistical support can be provided except that supply levels will not be at optimum before the start of contemplated operations. This is offset by the fact that tonnages from CommZ permit gradual and acceptable buildup during the conduct of both offensive and/or defensive operations.

/s/ Jackson
JACKSON
G4

Annex: A—Army logistical units and installations (omitted).

(Classification)

Form 7. Civil Affairs Estimate

(Classification)

Issuing section and Headquarters
Place
Date and time

CIVIL AFFAIRS ESTIMATE NO. _____

References: Maps or charts (As necessary for understanding of the estimate).

1. MISSION

Statement of the mission assigned or contemplated for the command as a whole. Intermediate tasks, assigned or deduced, which are necessary to the accomplishment of the mission should be listed in appropriate subparagraphs.

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence situation. Information obtained from the intelligence office (G2) and through CA channels. When the CA estimate is prepared in written form or when the amount of detail makes it appropriate, a brief summary and reference to the latest periodic intelligence report or estimate may suffice or the appropriate material may be attached as an annex.

(1) Characteristics of the area of operations including its physical features—climate, and basic political, economic, and psychological factors. Consider also the following specific points:

(a) Attitude of the population—whether cooperative or non-cooperative.

(b) Availability of local material and personnel to support CA operations.

(c) Estimated number of refugees, evacuees, and displaced persons in the area.

(d) Amount and type of war damage suffered by the economy, particularly in public utility and communications fields.

(e) Status and character of civil government.

(f) State of health of the civilian populace.

(2) Enemy strengths and dispositions. Special attention to nuclear weapons.

(3) Enemy capabilities. Enemy capabilities which affect CA operations. Include such capabilities as nuclear, chemical or biological, sabotage, espionage, subversion, movement by the enemy of refugees, evacuees, and displaced persons into the area, propaganda, and passive resistance.

b. Tactical situation. Information obtained from the commander's planning guidance and from the operations officer (G3).

(1) Present dispositions of major tactical elements.

(2) Possible courses of action.

(3) Projected operations, if known, and other planning factors as required for coordination and integration of staff estimates.

(Classification)

(Classification)

- c. Personnel situation. Information obtained from the personnel officer (G1).
 - (1) Present dispositions of administrative units and installations other than logistical and CA which have an impact on CA operations.
 - (2) Projected developments within the personnel field likely to affect CA operations.
- d. Logistical situation. Information obtained from the logistics officer (G4).
 - (1) Present dispositions of logistical units and installations which have an impact on CA operations.
 - (2) Projected developments within the logistics field likely to affect CA operations.
- e. Civil Affairs situation and nature of operations to be supported. In the conduct of CA operations consider the degree of authority to be exercised, review general policy guidance from higher headquarters, and consider pertinent terms of relevant civil affairs agreements or rules and conventions of international law. Other factors to be considered include—
 - (1) Review of current problems faced by the supported operation pertinent to the CA mission.
 - (2) Estimate the impact of future plans of the supported force on CA operations.
 - (3) Note the size and composition of CA units available and the availability of military or civilian relief supplies for diversion to the civilian population.
- f. Assumptions. When required as a basis for initiating preparation of the estimate and not included above. Assumptions are eliminated or modified as appropriate when factual data or specific planning guidance becomes available.
- g. Special factors. Items which require special treatment in the CA estimate, such as the possible employment of mass destruction weapons by the enemy and the effect of such employment on CA operations.

3. ANALYSIS

Under each subheading, and for each proposed course of action when appropriate, determine the requirements, availability or capability, and indicate any limiting features.

- a. Governmental functions.
 - (1) Governmental affairs.
 - (2) Legal.
 - (3) Public order and safety.
- b. Economic functions.
 - (1) Economics.
 - (2) Commerce and industry.
 - (3) Food and agriculture.
 - (4) Price control and rationing.
 - (5) Property control.
 - (6) Public finance.

(Classification)

(Classification)

- (7) Civilian supply.
- (8) Labor.
- c. Sociological functions.
 - (1) Public health.
 - (2) Public welfare.
 - (3) Public education.
 - (4) Public works and facilities.
 - (5) Public transportation.
 - (6) Public communications.
 - (7) Civil information.
 - (8) Displaced persons and refugees.
 - (9) Arts, monuments, and archives.
- 4. COMPARISON
 - a. Evaluate the outstanding CA elements and limiting features, if any, with respect to the accomplishment of the basic mission.
 - b. Discuss the advantages and disadvantages of each proposed course of action from the CA viewpoint. Include methods of overcoming limiting features of modifications required in specific courses of action.
- 5. CONCLUSIONS
 - a. Indicate whether or not the operation set forth in paragraph 1 can be supported from the CA viewpoint.
 - b. Indicate, when appropriate, which proposed course(s) of action can best be supported by CA.
 - c. Indicate, when appropriate, the CA disadvantages of proposed courses of action not listed in subparagraph b above.
 - d. List the major CA features, if any, which must be brought to the commander's attention. Include specific recommendations as to action(s) indicated when appropriate.

/s/ _____
G5

Annexes

(Classification)

Example 8. Civil Affairs Estimate, Army

(Classification)

G5 Section, 1st Army
 CASABLANCA (9980), MOROCCO
 051800 Mar 19__

CIVIL AFFAIRS ESTIMATE No. ____.

Reference: Maps, Southern FRANCE, 1:200,000 MONTPELLIER, MARSEILLE,
 ANTIBES, AVIGNON, DIGNE, NICE, LEPUY, GAP, and LARCHE Sheets.

1. MISSION

1st Army seizes and occupies Southern FRANCE, assists in reestablishing recognized government of FRANCE, and establishes bases to support further operations on the continent of EUROPE.

2. THE SITUATION AND CONSIDERATIONS

a. Intelligence situation.

- (1) Characteristics of the area of operations.
 - (a) Annex A (Analysis of Area of Operations) to Intel Est No. 1,
 - (b) In general, population can be expected to be cooperative. However, in major cities including MARSEILLES and LYON disaffection among labor class is expected due to Aggressor ideological pressure.
 - (c) Reports have been verified of a food shortage in LYON.
 - (d) Supply of local labor believed adequate for military requirements.
 - (e) Civilian medical facilities and physicians will be limited. Hospitals will be badly damaged. Public health is reported to be generally poor.
- (2) Enemy strengths and dispositions. Intel Est No. 1.
- (3) Enemy capabilities. Aggressor can—
 - (a) Oppose our landing, counterattack shortly after D-day with air support and available reserves, and execute strong delaying actions along or north of the RHONE River valley.
 - (b) Be expected to attack the 1st Army area with as many as 200 fighter, 150 ground attack(s), and 100 bomber sorties daily.
 - (c) Employ nuclear weapons and conduct CBR warfare.
 - (d) Be expected to conduct guerrilla action in rear areas and to engage in sabotage, espionage, and subversion.
 - (e) Be expected to interfere with military operations by directing refugees and displaced persons into our lines.
 - (f) Be expected to gain possession of US military payment certificates, to introduce counterfeit currencies, and to encourage black market operations by purchase of short supply items.

b. Tactical situation.

- (1) Major elements of 1st Army are presently located in NORTH AFRICA bases.
- (2) 1st Army executes joint amphibious operation in vicinity of MARSEILLES in May 19__, seizes crossings over RHONE River,

(Classification)

(Classification)

seizes LYON, continues attack toward DIJON and BESANCON; to effect link-up with 3d Army in vicinity of DIJON.

- (3) Only very limited assistance can be expected from US military police and tactical units for required control of civilian population.

- (4) Supported operation requires appropriate civil affairs organization consisting of staffs and units and appropriate civil affairs orders and instructions.

c. Personnel situation.

- (1) ADMINO 1.
- (2) Theater Army reports availability of officer and enlisted personnel qualified for assignment to civil affairs units to be limited.

d. Logistical situation.

- (1) Class I, III, and V supply points for support of corps to be established starting D+15.
- (2) Army maintenance area vicinity of AIX by D+20.
- (3) Army rear boundary by D+35.
- (4) Civilian emergency relief program commences simultaneously with start of joint amphibious operations.
- (5) Economic aid program to be in operation by D+45.

e. Civil affairs situation and nature of operations to be supported.

- (1) Civil Affairs Agreement for France and 19__ Bilateral Agreement, which were signed by the US and French Government shortly before outbreak of hostilities, provide for future assumption of full national sovereignty by French Government. These agreements provide for modification and replacement of Aggressor local governmental echelons when the military situation permits and for detailed supervision of economic and sociological functions by French authorities. Annex A, Civil Affairs Agreement.

- (2) General policy guidance received from Theater Headquarters.

- (a) During combat phase standard of living for civilians will not be established in excess of essential minimums when contributions must come from US resources.

- (b) Civil affairs organization will provide such assistance to, or influence on, local or other governmental echelons as may be required to establish or maintain law, order, and government.

- (3) Detailed policy guidance. Annex B, Civil Affairs Checklist.

- (4) G5 staff sections of 1st Army Hq and subordinate commands are at 50 percent of authorized TOE strength.

- (5) No civil affairs units have been assigned or attached to subordinate commands.

f. Assumptions.

- (1) That Aggressor has not eliminated all organizations and leaders capable of offering a threat to their forces.
- (2) That Aggressor-sponsored government is capable of going under-

(Classification)

(Classification)

- ground in event of liberation of the area, and of opposing subsequent operations by guerrilla and subversive activities.
- (3) That French authorities will be capable with minimum assistance of establishing friendly, local, and other governmental echelons as areas are liberated by United States forces.

3. ANALYSIS

- a. Requirements for additional civil affairs units.
- (1) One group for 1st Army, three companies (one per corps).
 - (2) Consolidation psychological warfare units.
- b. Governmental functions.
- (1) Governmental affairs.
 - (a) Commanders will accept and utilize local government existing at time of entrance into an area pending modification and replacement of that governmental structure in accordance with Civil Affairs Agreement and United States-French war objectives.
 - (b) To extent consistent with tactical and logistical considerations, tactical and administrative boundaries should conform with local political subdivisions. Annex C, Political Subdivisions.
 - (2) Legal affairs. No special problems.
 - (3) Public order and safety.
 - (a) Existing public safety organizations should be used within security limits.
 - (b) Local civilian defense plans must be coordinated with military rear area security and area damage control plans.
 - (c) Disaffection among labor class in major cities as a result of Aggressor ideological pressure may be expected.
 - (d) Aggressor capability of conducting guerrilla action and engaging in sabotage, espionage, and subversion will require particular attention.
- c. Economic functions.
- (1) Economics.
 - (a) Due to extent of supply requirements for military operations, military assistance in combat phase must be limited to preservation measures and that rehabilitation which will assist military operations.
 - (b) In post-combat phase military effort may be directed toward restoration.
 - (c) Detailed supervision is delegated to French authorities.
 - (2) Commerce and industry. A responsibility of French officials.
 - (3) Food and agriculture.
 - (a) Reports of food shortage in LYON and possibility of shortages in other cities will require maximum practicable assistance to agricultural production.
 - (b) Control or supervision is delegated to French authorities by Civil Affairs Agreement.
 - (4) Price control and rationing. A responsibility of French officials.

(Classification)

(Classification)

- (5) Property control
 - (a) Identification of ownership of French private property in accordance with Civil Affairs Agreement.
 - (b) Military use of French private property in accordance with Civil Affairs Agreement.
 - (c) Property belonging to other than French owners under control of civil affairs organization.
- (6) Public finance.
 - (a) Aggressor capability of gaining possession of United States Military Payment certificates, introducing counterfeit currencies, and encouraging black market operations by purchase of short supply items requires appropriate countermeasures.
 - (b) Unauthorized practices must be prevented to protect value of currency.
 - (c) Civil Affairs Agreement provides means of payment for supplies, facilities, and services.
- (7) Civilian supply. Annex E, Civilian Supply Requirements.
 - (a) Civilian supply requirements by D+45 are, in general, as follows:
 - 20,000 MT processed food
 - 8,000 MT clothing
 - 40,000 MT wheat, barley, and rye
 - 8,000 MT raw cotton
 - 500 MT raw hides
 - 16,000 MT coal and coke
 - (b) French authorities will establish and control local organizations for administration and distribution of civilian relief supplies.
 - (c) Relief contributions and personnel from other than French sources will be directed by theater commander.
- (8) Labor. Employment through local civil labor offices only.
- d. Sociological
 - (1) Public health. Annex D, Requirements for Hospital Facilities.
 - (a) Reports have been received of limited local medical facilities, shortage of physicians and medical supplies, and damage to hospitals.
 - (b) Initially maximum military assistance will be that necessary to protect health of military force and prevent undue suffering and distress.
 - (c) Civil affairs organization will assist French public health agencies in public health matters.
 - (2) Public welfare. No special problems.
 - (3) Public education. No special problems.
 - (4) Public works and utilities. No special problems.
 - (5) Public transportation. No special problems.
 - (6) Public communications. No special problems.

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(Classification)

(7) Displaced persons.

- (a) Enemy capability of interfering with our military operations by directing refugees and displaced persons into our lines and using nuclear weapons against densely populated areas may create special problem.
- (b) Military commander will direct handling and evacuation of displaced persons.
- (c) Standard of care will be that required to prevent disease and unrest to prejudice of military mission.
- (d) French authorities will not be burdened with care of non-French displaced persons.

(8) Arts, monuments, and archives. No special problems.

4. COMPARISON

a. With the following exceptions, there appears to be no unusual obstacles in furnishing civil affairs support to this operation:

- (1) Organization. Requirement for qualified personnel for assignment to G5 staff sections and for one civil affairs group, three companies, and 12 platoons as operating units.
- (2) Public safety. Disaffection among labor class in major cities and Aggressor capability for conducting guerrilla and other subversive action.
- (3) Food and agriculture. Reports of food shortage should be given special attention in planning for this operation.
- (4) Public finance. Aggressor capability of interfering in the establishment and operation of monetary system requires planning for appropriate countermeasures.
- (5) Civilian supply. Determination must be made as to whether requirements for civilian supply will be within our logistical capabilities.
- (6) Public health. Limited local medical facilities, damage to hospitals, and poor state of public health, Aggressor capabilities of conducting biological warfare and using nuclear weapons require particular attention.
- (7) Civil information. Particular attention should be given to countering effect of ideological pressure on French people.
- (8) Displaced persons. Aggressor capability of directing refugees and displaced persons into our lines and of using nuclear weapons may create a major problem.

b. Methods of overcoming limiting features.

- (1) Organization. Request G1 to requisition qualified personnel. G1 also to ascertain whether qualified personnel are presently assigned to army tactical or technical service units. Request G3 inquire further at theater army headquarters as to availability of civil affairs units. Notify G5, theater army and CG, TACA command of steps taken. Request command action.
- (2) Public safety. Coordinate with G3 concerning possible utilization of Free French Forces to preserve public order and safety when required. Coordinate with G2 utilization of counter-intelligence corps units.

(Classification)

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- (3) Food and agriculture. Prohibit military use of food production and processing plants. Also prohibit local procurement of food supplies for military use.
- (4) Public finance. Prepare plan for safeguarding currencies. Also require that commanders assist French authorities in safeguarding measures and take necessary action to prevent removal, acquisition, or use of public funds by Aggressor.
- (5) Civilian supply. Coordinate civilian supply requirements with G4.
- (6) Public health. Coordinate with G4 and G3 provisions for including additional army medical units in troop list.
- (7) Civil information. Prepare detailed civil information plan. Coordinate utilization of psychological warfare and public information agencies with G3.
- (8) Refugees/Displaced persons. Prepare plans for refugee camps, routes of circulation, and utilization of local police.

5. CONCLUSIONS

- a. Conclusion. That if assistance in securing civil affairs personnel and units is obtained, and a detailed civil information program is inaugurated, the joint amphibious operation can be supported. Lacking either or both, the operation cannot be supported, however, this will not prevent accomplishment of the mission.

b. Recommendations.

- (1) That if qualified civil affairs personnel and units cannot be successfully obtained through normal staff channels this matter be brought to the commander's attention at an early date.
- (2) That request be made to theater army for the inauguration of a detailed and adequate civil information program.

/s/ Jones
JONES
G5

- Annexes: A—Civil Affairs Agreement (omitted)
 B—Civil Affairs Checklist (omitted)
 C—Political Subdivisions (omitted)
 D—Requirements for Hospital Facilities (omitted)
 E—Civilian Supply Requirements (omitted)

(Classification)

Form 8. Tactical Cover and Deception Estimate

(Classification)

Headquarters
Place
Time

TACTICAL COVER AND DECEPTION ESTIMATE NO. _____

Map or chart references: (As necessary for understanding of the estimate).

1. MISSION

- a. A statement of the tactical mission of the command.
- b. A statement of the tactical cover and deception objective, i.e., the desired enemy reaction.

2. SITUATION AND COURSES OF ACTION

- a. Considerations. Analyze facts and assumptions which can influence the choice of a course of tactical cover and deception action. Include weather, terrain, enemy situation, composition, strength, disposition, recent and present significant activities, peculiarities, weaknesses, and other factors as appropriate.
- b. Enemy capabilities. Note enemy courses of action by which enemy can obtain tactical cover and deception story. If applicable, note enemy's tactical capabilities which might influence adoption of a course of action.
- c. Own deceptive courses of action. Note all practical courses of deceptive action within the capabilities of the friendly troops.

3. ANALYSIS OF OPPOSING COURSES OF ACTION

Determine the probable effect of each enemy capability on the success of each course of action. Considerations include enemy intelligence efforts, enemy tactical reaction, and friendly implementation. Advantages and disadvantages of each course of action emerge during this analysis.

4. COMPARISON OF OWN COURSES OF ACTION

List and compare the advantages and disadvantages of each course of action. Conclude which course of action will most likely succeed and will best support the tactical operation.

5. DECISION

Translate the course of action selected into a concise statement of what is to be done and so much of the who, when, where, how, and why as may be appropriate.

 (Signature)

Annex A—Situation Overlay

(Classification)

APPENDIX IV

PLANS AND PLANNING PROGRAMS

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Form 9. Operation Plan, Tactical or Administrative Command

The form for the operation plan is identical to the form for the operation order with the following two additions:

1. Subparagraph "d" entitled "Assumptions" is added to paragraph 1. All assumptions used by the commander as a basis for his plan are listed herein.
2. In the last subparagraph of paragraph 3 state the time at, or conditions under, which the plan is to be placed in effect. This is normally done in a numbered subparagraph.

(Example 9—foldin at back of book.)

Example 10. Plan for a Counterattack (Operation Overlay as an Annex), Infantry Division

(Classification)

Copy No. 2
 20th Inf Div
 NAILA (9379), GERMANY
 152400 September 19__
 PG 30

Operation Plan 12 (Counterattack MABEL)

Reference: Map, GERMANY, 1:50,000, LOBENSTEIN-PLAUEN

1. SITUATION

- a. Enemy forces. Annex B (Intel) to OPORD 10.
- b. Friendly forces. OPORD 10.
- c. Attachments and detachments. Task Org OPORD 10 remains effective.
- d. Assumptions:
 - (1) Enemy penetrates section 1/61 Inf and 2/62 Inf.
 - (2) Assault elements one Aggressor division in the attack.

2. MISSION

Division attacks H-hr, D-day, destroys enemy in penetration, seizes high ground overlooking SAALE River at 9887, restores the battle area, and prepares to continue attack to northeast or to resume defensive operations on original position. Annex A, Operation Overlay.

3. EXECUTION

a. Concept of operations.

- (1) Maneuver. Attack is a penetration, exploiting nuclear preparation in the direction BERG (9784)—Hill 620 (9786)—High ground (9887). 20th Inf Div Bde passes through elements 1/61 Inf and 2/62 Inf, seizes and secures objective 1, destroys enemy in zone, and restores the battle area; 1/61 Inf and 2/62 Inf spt the attack. Upon completion of operation, 20th Inf Bde assume defense of affected battle area and prepares to continue the attack to secure the GEFEIL (0391) hill mass to facilitate future corps operations.
- (2) Fires. Priority of artillery and air to 20th Inf Div Bde. One BRAVO (1 KT) and DELTA (5 KT) weapon will be employed to effect the initial rupture and one DELTA (5 KT) vicinity of HIRSEH BERG (0087) to isolate the penetration. On-call nuclear fires will be planned on likely SAALE River crossing sites to further isolate the penetration. Nuclear preparation H-25 min, non-nuclear preparatory fires at H-15 min. Annex B, Fire Support Plan.

b. 20th Inf Div Bde.

Attached: 4/64 Inf

1/1 Armor (-)

B/20th Trans Bn

A1/21 Cav upon passage through elm 1/61 Inf

- (1) Pass through elm 1/61 Inf and 2/62 Inf in zone.
- (2) Destroy enemy in zone.
- (3) Seize and secure Obj 1.

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- (4) Assume defense of sector.
- (5) Prep for relief in sector by 4/64 Inf.
- (6) Prepare to continue atk to northeast.
- c. 1/61 Inf.
 - Attached: A1/1 Armor
 - A1/21 Cav
 - (1) Assist passage and support attack 20th Inf Div Bde.
 - (2) Withdraw through elm 5/65 Inf reorganize and assemble vic MARIGRUM (9282).
 - (3) Prep to assemble as div res on div0 vic THIERBACH (8981).
 - (4) Attachment A1/21 Cav ceases upon passage 20th Inf Bde.
- d. 2/62 Inf.
 - Attached: B1/1 Armor
 - B1/21 Cav
 - (1) Assist passage and support attack 20th Inf Div Bde.
 - (2) Occupy blocking position D.
 - (3) Defend in sector.
 - (4) Release unit in blocking pos D and B1/21 Cav to operational control of 20th Inf Div Bde upon its atk.
- e. 3/63 Inf.
 - Attached: C1/1 Armor
 - Defend in sector.
- f. 4/64 Inf.
 - (1) Attached to 20th Inf Div Bde.
 - (2) Prepare to assume defense of original sector 1/61 Inf on div0.
- g. 5/65 Inf.
 - Attached: C/20th Trans Bn.
 - (1) Occupy blocking positions K, L, and M.
 - (2) Assist passage and spt atk 20th Inf Div Bde.
 - (3) Prepare to assemble as div res on div0 in original area.
- h. 1/1 Armor.
 - (1) Co A atch 1/61 initially; release on div0.
 - (2) Co B atch 2/62 initially; release on div0.
 - (3) Co C atch 3/63.
 - (4) Bn (-):
 - (a) Atch 20th Inf Div Bde.
 - (b) Revert to div res on div0.
- i. 1/21 Cav.
 - (1) A1/21 atch 1/61.
 - (2) B1/21 atch 2/62.
 - (3) Bn (-):
 - (a) Cont def div rear.
 - (b) Prepare to occupy pos O, P, or Q on div0.
- j. Div Arty:
 - (1) 1/45.
 - A, B, D, and E1/45; A and C1/46.
 - spt 20th Inf Div Bde, 1/61 and 2/62 Inf.
 - (2) 1/46.
 - C1/45, B1/46 spt 3/63 Inf.

(Classification)

(Classification)

- (3) D1/46 Arty: GS.
 - (4) Priority of fires to 20th Inf Div Bde. Prepare to mass fires in zone 2/62 Inf or 3/63 Inf.
 - (5) Annex B, Fire Spt Plan.
 - k. 20th Engr Bn.
 - (1) Spt 20th Inf Div Bde with two companies.
 - (2) BN (-) be prepared to assemble vic MAILA (9379) on two-hour notice prepared for combat employment.
 - l. Division reserve.
 - (1) 1/61 Inf: On div0 vic MARIGRUM.
 - (2) 5/65 Inf: On div0.
 - (3) 1/1 Armor (-): On div0.
 - (4) 20th Engr Bn: On div0.
 - m. Coordinating instructions.
 - (1) Effective for planning on receipt; for execution on div0.
 - (2) Warning friendly nuclear strikes through division warning net.
 - (3) Rehearsals and reconnaissance all key personnel to include platoon leaders. Minimum two rehearsals under cover of darkness.
 - (4) Priority on roads to 20th Inf Div Bde for movement to LD.
 - 4. ADMINISTRATION AND LOGISTICS
ADMINO 10.
 - 5. COMMAND AND SIGNAL
OPORD 10.
- Acknowledge.

LONG
Maj Gen

Annex: A—Operations Overlay
B—Fire Spt Plan (omitted)

Distribution: A

OFFICIAL:

/s/ Keegan
KEEGAN
G3

(Annex A, Examples 11 and 12—foldins at back of book.)

(Classification)

Example 13. Plan for Amphibious Assault, Corps

(Classification)

Copy No. 5

1st Corps

DAKAR (14°14'N, 17°25'W), FRENCH WEST AFRICA

190800 Mar 19__

GCW6

Outline Operation Plan DIAL TONE

References: Maps, West Mediterranean, 1:2,000,000; Iberian Peninsula,
1:250,000, SEVILLA--MALAGA.

Task organization: Annex A, Tentative Task Organization

1. SITUATION

a. Enemy forces. Annex B, Intelligence Estimate.

b. Friendly forces.

- (1) 30th Army by amphibious assault effects lodgment in southwestern SPAIN on D-day, H-hour, and prepares to conduct further operations to north and east on order.
- (2) 4th Corps by airborne assault seizes area CORDOBA (VK0496)--LINARES (WG0518) and in cooperation with Free Spanish forces seizes mountain passes for advance toward MADRID.
- (3) 2d Corps lands beginning D-day, H-hour, by amphibious assault between Portuguese border and RIO GUADALQUIVIR, seizes crossings over RIO GUADALQUIVIR vicinity of SEVILLA (V09543), and on order releases 25th Armd Div to control of 1st Corps.
- (4) Free Spanish forces block movement of enemy reserves, prevent sabotage to air and naval installations and routes of communications, and cooperates with 4th Corps in seizure of mountain passes leading toward MADRID.
- (5) Navy TF 82 lifts, lands, and supports.

c. Attachments and detachments. Annex A, Tentative Task Organization.

d. Assumptions.

- (1) That Aggressor strength in the corps zone will not exceed one rifle division, one mechanized division, and three coastal defense brigades at the time of assault.
- (2) That Aggressor capability of reinforcing in the corps zone will not exceed one rifle and one mechanized division by D+2.
- (3) That Navy forces will maintain control of the sea in the objective area and sea lines of communication thereto.
- (4) That Army, Navy, and Air Force forces will maintain control of the air in the mounting and objective areas and the connecting air lines of communication.
- (5) That Aggressor's tactical nuclear capability will have been reduced to an acceptable degree.

2. MISSION

Corps lands beginning D-day, H-hour, by amphibious assault between the mouth of the RIO QUADALQUIVIR and TARIFA (VY2789), prepares to link up with 4th Corps, and seize SEVILLA (V09543), GIBRALTAR (VZ5003), and army logment line in zone on corps order.

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3. EXECUTION

a. Concept of operation.

- (1) Maneuver. Corps, operating as part of Southern Attack Force (Navy TF 82), makes amphibious landings using two divisions in the assault, (72d Inf Div on the north (left) and 20th Inf Div on south (right)), each with one combat command of 23d Armd Div attached for landing and initial employment. 72d Inf Div initially contains CADIZ. Thereafter, divisions advance in zone to secure corps beachhead line. Advance beyond corps beachhead line is an exploitation employing two armored divisions to secure early link-up with 4th Corps. 55th Inf Div will complete seizure of corps beachhead line. Initially, operations into mountains east of the GUADALQUIVIR Valley will be limited to those necessary to ensure safety of corps and army east flank. Annex C, Operation Overlay.

Phases:

- (a) ALFA I (D-day). Assault landings. Divisions establish control ashore.
- (b) ALFA II (D+1—D+2). Corps beachhead established. Corps in control ashore. Corps begins exploitation from corps beachhead line.
- (2) Fires.
 - (a) Nuclear weapons will be employed to facilitate the assault and subsequent operations ashore. Employment in such a way as to interfere with beach unloading operations or with movement over major roads within the corps beachhead, or against populated areas of greater than 1,000 population is prohibited.
 - (b) Maximum use will be made of air, naval gunfire, and guided missile support to establish divisions ashore and to seize the corps beachhead line in minimum time.
 - (c) Annex D, Fire Support Plan.

b. 20th Inf Div (Reinf).

- (1) Land D-day, H-hour, by amphibious assault over beaches PECOS and POTOMAC in zone.
- (2) Secure objective 3.
- (3) Assist landing and passage of elm 23d Armd Div.
- (4) Prepare to follow and support 23d or 25th Armd Div.
- (5) Protect corps south (right) flank.

c. 72d Inf Div (Reinf).

- (1) Land D-day, H-hour, by amphibious assault, over beaches PLATTE and MISSOURI.
- (2) Isolate the port and city of CADIZ.
- (3) Secure objectives 1 and 2.
- (4) Assist landing and passage of 23d elm Armd Div.
- (5) Prepare to seize CADIZ on order.
- (6) Prepare to follow and support 23d or 25th Armd Div.

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d. Corps reserves.

(1) 23d Armd Div:

- (a) Prepare to land over beaches to be designated.
- (b) On order, release one combat command each to 20th and 72d Inf Div for landing and initial employment.
- (c) Prepare for employment in zone of 20th or 72d Inf Div to linkup with 4th Corps.

(2) 55th Inf Div:

- (a) Prepare to land over beaches to be designated, priority zone of 20th Inf Div.
- (b) Prepare to seize PL GEORGE and PL GARY.

* * * * *

k. Coordinating instructions.

- (1) This plan effective for planning on receipt and for implementation on order.
- (2) Commanders authorized direct communications for planning.
- (3) Division commanders submit plans to this headquarters 8 April.

* * * * *

Acknowledge.

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- Annexes: A—Tentative Task Organization (omitted)
 B—Intelligence Estimate (omitted)
 C—Operation Overlay (omitted)
 D—Fire Support Plan (omitted)
 E—Engineer (omitted)
 F—Shore Party (omitted)
 G—Phased Task Organization (omitted)
 H—Tentative Allocation of Shipping (omitted)
 I—Landing Plan (omitted)
 J—Alternate Plans (to be published)
 K—Personnel (omitted)
 L—Logistics (omitted)
 M—Civil Affairs (omitted)
 N—Embarkation Plan (to be published)
 O—Signal (omitted)
 P—Distribution (omitted)

Distribution: Annex P, Distribution

OFFICIAL:

/s/ Mears
MEARS
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(Classification)

Example 14. Rear Area Security Plan, Army

(Classification)

Copy No. 10
 30th Army
 YAHYA AL HASAN (33°47'N, 45°04'E) IRAQ
 172000 Oct 19__
 CX 819

Operation Plan 3 (Rear Area Security)

References: Maps, Southwestern ASIA, 1:250,000, sheets NJ 30-13, 38-14, 38-15; USAF Aeronautical Approach Chart, 1:250,000, Index AC 3, sheets 427 BI, BII, BIII, CI, CII.

1. SITUATION

- a. Enemy forces. Annex B (Intelligence) to OPORD 11.
- b. Friendly forces. OPORD 11.
- c. Attachments and Detachments. No change from 10 Oct troop list.
- d. Assumptions. Enemy can—
 - (1) Penetrate army service area with armor elements up to three battalion strength.
 - (2) Assault with airborne elements of less than regimental strength supported by air and light artillery.
 - (3) Mount a guerrilla attack of battalion strength unsupported by artillery.
 - (4) Infiltrate units up to battalion size unsupported by artillery.
 - (5) Execute sabotage anywhere in the area.
 - (6) Combine the above capabilities.

2. MISSION

30th Army secures and defends units, installations, activities, and lines of communication in army service area; prepares to execute offensive and rescue missions in adjoining areas.

3. EXECUTION

- a. Concept of operation. The army service area is divided into six subareas. Forces within each subarea defend for a period of up to 24 hours without the assistance of army reserve forces. Annex A, Operation Overlay.
- b. RASC. Organize and supervise security of the army service area, and execute security measures.
- c. 521st Engr Gp. Commanding Officer is Subarea controller, Subarea 1. Organize security of all units or installations in Subarea 1.
- d. 523d Engr Gp. Commanding Officer is Subarea controller, Subarea 2. Organize security of all units or installations in Subarea 2.
- e. 524th Engr Cons Gp. Commanding Officer is Subarea controller, Subarea 6. Organize security of all units or installations in Subarea 6.
- f. 525th Engr Cons Gp. Commanding Officer is Subarea controller, Subarea 4. Organize security of all units or installations in Subarea 4.
- g. 201st MP Gp. Commanding Officer is Subarea controller, Subarea 5. Organize security of all units or installations in Subarea 4.

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h. 906th Ord Gp. Commanding Officer is Subarea controller, Subarea 3.
Organize security of all units or installations in Subarea 3.

i. Reserve.

- (1) 34th Armd Div. Prepare for general support anywhere in the army rear area.
- (2) 2d BG, 701st Inf. Security operations in Subareas 1 and 2 on Army order; prepare for commitment anywhere in the army service area.
- (3) 3d BG, 702d Inf. Security operations in Subareas 3 and 4 on Army order; prepare for commitment anywhere in the army service area.
- (4) 5th BG, 704th Inf. Security operations in Subareas 5 and 6 on Army order; prepare for commitment anywhere in the army rear area.
- (5) 208th Armd Cav. Prepare for commitment anywhere in the army rear area; provide not to exceed one squadron on call of the Army Transportation Officer for convoy escort to division transfer points.
- (6) 105th Transportation Battalion (Transport Aircraft). Prepare to furnish one company (Lt Hel) to move element of reserve forces on two hours notice.

j. Coordinating instructions.

- (1) This plan effective for planning upon receipt; for implementation on order.
- (2) Armored attack. Annex B, Counterattack Plan.
- (3) Airborne defense. Annex C, Antiairborne Plan.
- (4) Guerrilla attack. Annex D, Antiguerilla Plan.
- (5) Subarea controllers submit operations plans to RASCC.

4. ADMINISTRATION AND LOGISTICS

ADMINO 6.

5. COMMAND AND SIGNAL

a. Signal.

- (1) Annex N (Signal) to OPORD 11.
- (2) Warning Nets. Annex E, Warning Nets.
- (3) Alerts. Annex E, Warning Nets.

b. Command.

- (1) Command posts. Report changes.
- (2) Subarea controllers will be prepared to assume security control in other subareas. Order of succession:
 - Subarea 1: Controllers of Subareas 6 and 2, in that order.
 - Subarea 2: Controllers of Subareas 1 and 6, in that order.
 - Subarea 3: Controllers of Subareas 2 and 4, in that order.
 - Subarea 4: Controllers of Subareas 3 and 5, in that order.
 - Subarea 5: Controllers of Subareas 4 and 1, in that order.
 - Subarea 6: Controllers of Subareas 5 and 3, in that order.

Acknowledge.

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Annexes: A—Operation Overlay (omitted)
B—Counterattack Plan (omitted)
C—Antiairborne Plan (omitted)
D—Antiguerrilla Plan (omitted)
E—Warning Nets (omitted)

Distribution: A

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/s/ Scott

SCOTT

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(Classification)

Example 15. Air Defense Plan, Army

(Classification)

Copy No. 10
3d (United States) Army
DACHAU (XY5837), GERMANY
031200 Feb 19__
LD9-K

Operation Plan 7 (Air Defense)

References: Maps, Central Europe 1:250,000
Second Edition, AMS
Sheets M51, N51, 051
L50, M50, N50, 050
L49, M49, N49, 049
L48, M48, N48

3d Army AD SOP

Time Zone: A

Task Organization: Annex A, Task Organization.

1. SITUATION

a. Enemy Forces.

- (1) Annex B, Intelligence.
- (2) En air capable of 55 fighter and 30 bombers sorties daily (by massing aircraft, Aggressor can make a maximum of 340 sorties daily).

b. Friendly Forces.

- (1) Naval Forces. Allied Naval Forces continue support of 2d (US) Army Group, with three air groups (R3Y2).
- (2) Air Forces. Allied Air Forces will:
 - (a) Continue support of 3d (US) Army with 1st TAC.
 - (b) Destroy Aggressor aircraft and air installations, interdict Aggressor lines of communication and deliver nuclear weapons.
- (3) Army Forces. Allied Army Forces destroy Aggressor forces in the CHEMNITZ-PRAGUE-BRUNN-OLMUTZ areas in accordance with the following plan:
 - (a) 2d (US) Army Group attacks in direction CHEMNITZ-PRAGUE, seizes, secures, and defends PRAGUE area to prevent Aggressor movement from the east and to facilitate future friendly offensive operations to northeast, and prevent destruction of vital communication, rail, and airport facilities.
 - (b) 3d (US) Army Group attacks in direction BRECIAV-OLMUTZ-TROPPEAU, seizes, occupies and defends TROPPEAU area, prevents Aggressor movement, and prepares to support advance of 3d (US) Army.
- (4) Annex C, Friendly Forces Location Overlay.

c. Attachments and detachments. Annex A, Task Organization.

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d. Assumptions.

- (1) Aggressor Air Forces are capable of attacking 3d (US) Army units and installations from any direction and at any time.
- (2) There will be no major change in enemy air or friendly air defense strengths.

2. MISSION

ADA elements available to 3d (US) Army detect, attack, and destroy, air targets over 3d (US) Army zone. ADA elements attack surface targets on command decision.

3. EXECUTION

a. Concept of Operation.

- (1) Responsibility for air defense. CG 108th Arty Brigade (AD) is responsible to the Army Commander for active local air defense of the 3d Army.
- (2) Priority of air defense. Departure airfields, nuclear weapons, guided missile launching areas, defiles (with special emphasis upon the BOHMER-WALD mountain passes following capture), major supply installations, and army command post areas.
- (3) Maneuver. A coordinated SAM defense in depth will be established for the Army area. AD zones of responsibility will be designated to provide coordination relative to target engagement, radar surveillance, employment of EW, ECM, AD elements, and appropriate operational control measures.

b. 108th Artillery Brigade (AD):

403d Artillery Group (AD)

- 1st Msl Bn (HAWK) 431st Arty
- 2d Msl Bn (HAWK) 432d Arty
- 3d Msl Bn (HAWK) 433d Arty
- 1st Msl Bn (NIKE-HERCULES) 491st Arty
- 2d Msl Bn (NIKE-HERCULES) 492d Arty
- 3d Msl Bn (NIKE-HERCULES), 493d Arty

404th Artillery Group (AD)

- 4th Msl Bn (HAWK), 434th Arty
- 5th Msl Bn (HAWK), 435th Arty
- 6th Msl Bn (HAWK), 436th Arty
- 7th Msl Bn (HAWK), 437th Arty
- 4th Msl Bn (NIKE-HERCULES), 494th Arty
- 5th Msl Bn (NIKE-HERCULES), 495th Arty

Coordinate Army air defense of army area; provide primary AADCP; provide early warning net for army area; coordinate defense acquisition radar coverage of army area; coordinate employment of EW, ECM, AD of army areas. Annex D, Air Defense Operations Overlay.

c. 405th Artillery Group (AD).

- 3d AW Bn (SP), 453d Arty
- 3d Msl Bn (HAWK), 434th Arty
- 4th Msl Bn (HAWK), 435th Arty
- 5th Msl Bn (HAWK), 436th Arty

Attached 18th Abn Corps.

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- d. 406th Arty Gp (AD)
 - 4th AW Bn (SP), 454th Arty
 - 6th Msl Bn (HAWK), 437th Arty
 - 7th Msl Bn (HAWK), 438th Arty
 - 8th Msl Bn (HAWK), 439th Arty
 Attached 24th Corps
- e. Coordinating instructions
 - (1) Annex D (Air Defense Operations Overlay).
 - (2) Request for Missile Defended Area (MDA) and IAZs to this HQ, attention AD section. Requests to include radius of area, altitude restrictions, and effective dates and times.
 - (3) ADA elements be prepared to assume secondary surface mission role within capability.
 - (4) This plan is effective for planning on receipt, for execution on order.
- 4. ADMINISTRATION AND LOGISTICS
 - ADMINO 4. Available sup rate: No restriction.
- 5. COMMAND AND SIGNAL
 - a. Signal
 - (1) Annex E (Signal).
 - (2) Current SSI, SOI.
 - b. Command
 - (1) AD Section, TOC, DACHAU, GERMANY.
 - (2) Hqs, 108th Arty Brigade (AD) (XY5539).
 - (3) Others report Loc.

Acknowledge.

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Annexes: A—Task Organization (omitted)
 B—Intelligence (omitted)
 C—Friendly Forces Location Overlays (omitted)
 D—Air Defense Operations Overlay (omitted)
 E—Signal (omitted)

DISTRIBUTION: B

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/s/ Ballard
 BALLARD
 G3

(Classification)

Example 16. Area Damage Control Plan, Army

(Classification)

Copy No. 5
 30th Army
 LOMBARDVILLE, USA
 030900 Dec 19__
 CX4

OPERATION PLAN 16 (AREA DAMAGE CONTROL)

References: Annex G (Area Damage Control) to 30th Army SOP.

1. SITUATION

a. Enemy capabilities.

- (1) Aggressor is capable of attacking the 30th Army service area with nonnuclear or nuclear weapons, delivered by aircraft and missiles, and by prepositioning.
- (2) See current Periodic Intelligence Report for yields and heights of burst employed and type targets attacked.
- (3) SASPs, ASPs and C1 III supply points are high priority targets, missile attack, nuclear and nonnuclear, and guerrilla attack.

b. Friendly forces.

- (1) Operation Plan 10 and Administrative Order 9.
- (2) ADLOG (214th Log Comd) provides area damage control assistance to 30th Army service units in emergencies.

2. MISSION

30th Army protects against damage by mass destruction weapons and natural causes, and minimizes effects of damage occurring to administrative support units and installations and LOC.

3. EXECUTION

a. Authority.

- (1) This plan is effective for planning upon receipt, for execution on order this headquarters.
- (2) Units, or elements of units, will be committed to area damage control operations on order this hqs; upon commitment, under operational control of RASC or subarea controller, as designated by this headquarters.

b. Commander's general plan.

(1) Assumptions.

- (a) Subordinate organizations will sustain damage beyond their own capability to control.
- (b) Operation Plan 10.

(2) Concept of operation. Annex G (Area Damage Control) to 30th Army SOP.

(3) Organization. Annex A. (Map A).

c. Controller succession.

Subarea controllers be prepared to assume control of other subareas as follows—

- (1) Subarea 1: Controllers of subareas 6 and 2, in that order.
- (2) Subarea 2: Controllers of subareas 1 and 6, in that order.
- (3) Subarea 3: Controllers of subareas 2 and 4, in that order.

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- (4) Subarea 4: Controllers of subareas 3 and 5, in that order.
- (5) Subarea 5: Controllers of subareas 4 and 1, in that order.
- (6) Subarea 6: Controllers of subareas 5 and 3, in that order.
- d. Troops, equipment, and facilities. Units organize, equip, train, and have available at all times troops, equipment and facilities designated in Annex G (Area Damage Control) to 30th Army SOP.
- e. Control points. Designated by subarea controllers.
- f. CBR survey. Requests to RASCC.
- g. Coordination.
 - (1) Direct coordination between 214th Log Comd (ADLOG) and RASC, 30th Army authorized.
 - (2) Coordination between subarea controllers through RASCC.
 - (3) Report nuclear and CBR weapon attack in clear by FLASH message to subarea controller, followed by URGENT message giving details. Subarea controllers inform RASCC.
- 4. ADMINISTRATION AND LOGISTICS
 - a. ADMINO 8.
 - b. Annex G (Area Damage Control) to 30th Army SOP.
- 5. COMMAND AND SIGNAL
 - a. Signal.
 - (1) Telephone will be the primary means of communication.
 - (2) Annex E (Signal), to OPLAN 10.
 - b. Command.
 - (1) RASCC and SACC's. Annex A (Map A).
 - (2) Report changes.

Acknowledge.

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Annexes: A-Map A

Distribution: E

OFFICIAL:

/s/Smith

SMITH

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(Figure E (1)—foldin to go at back of book.)

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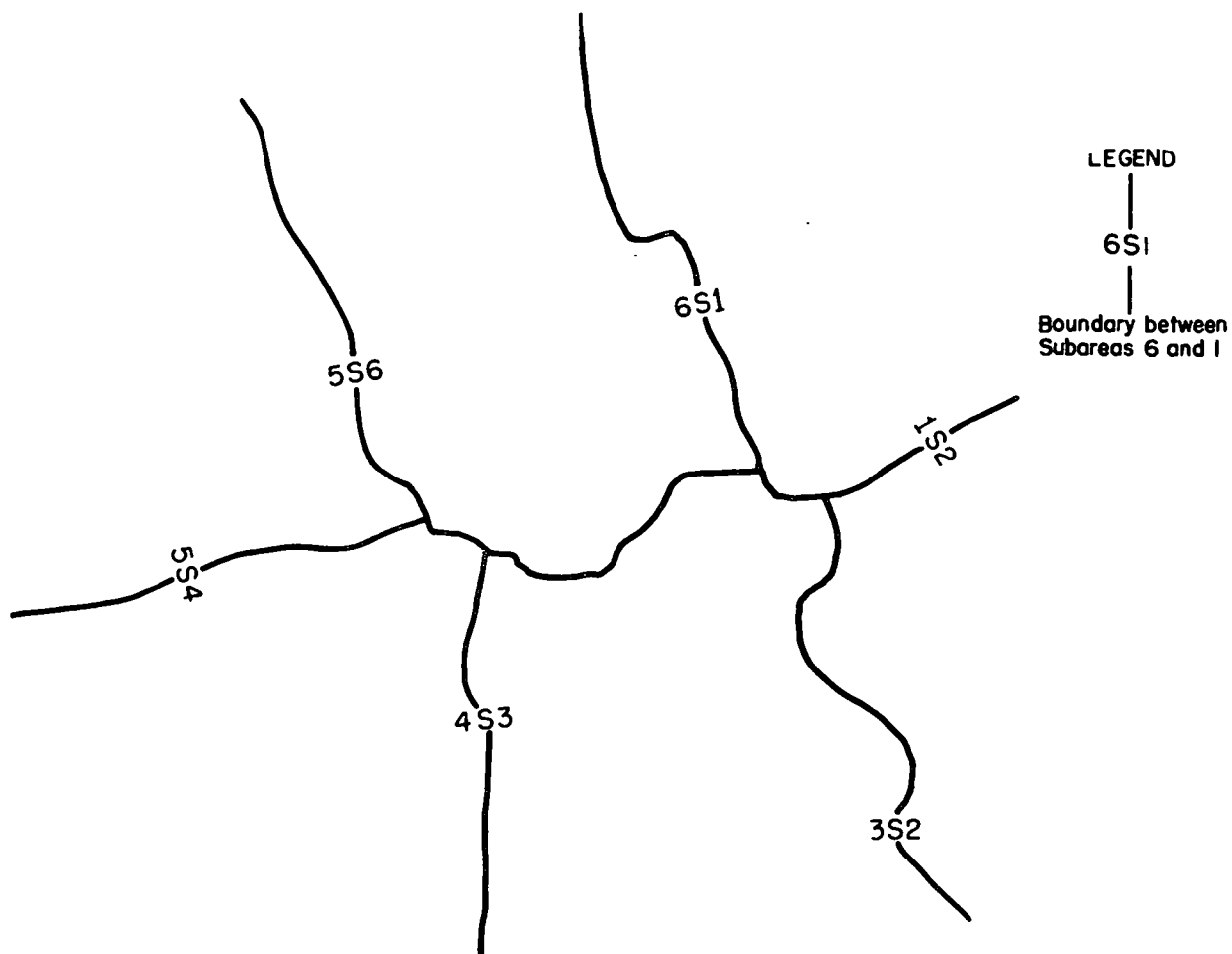


Figure E (2).

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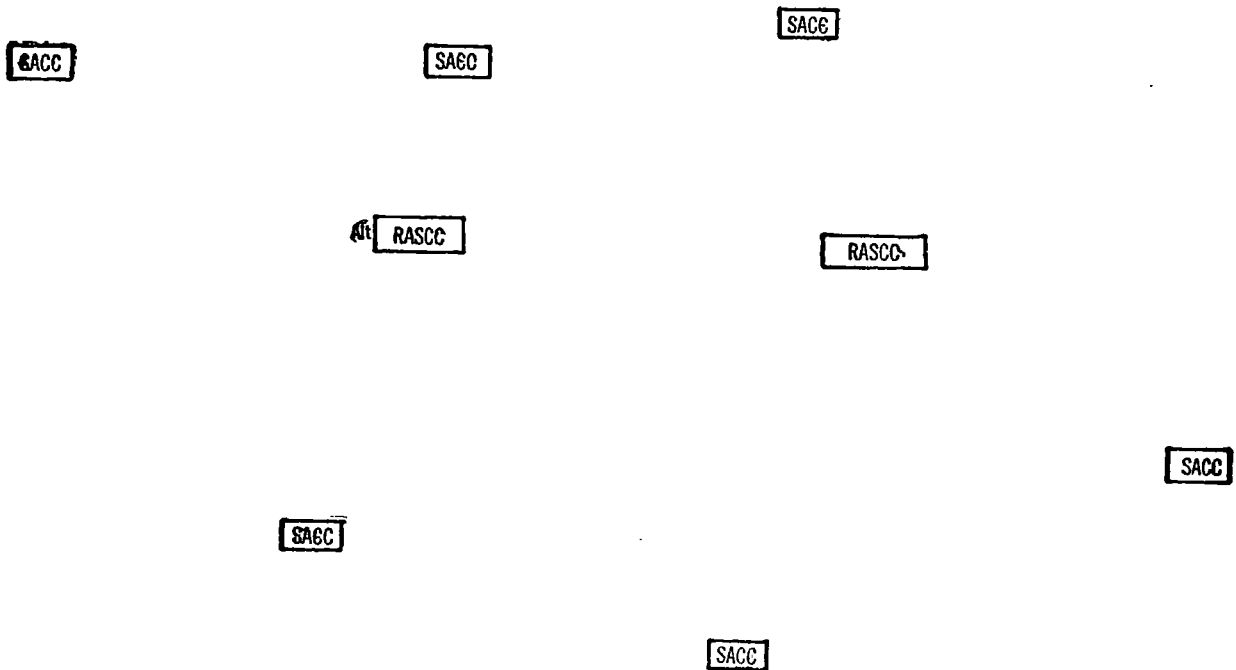


Figure E (3).

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Example 17. Army Headquarters Planning Program

This example is presented to illustrate the sequence of planning steps which will permit concurrent planning in army and lower echelon headquarters, and is intended as a guide only. It is based on the assumption that 60 days are available for planning an operation. The period of time may be increased or reduced to apply to any type of operation, without affecting the general sequence of steps.

(Classification)**HEADQUARTERS PLANNING PROGRAM**

- | | | |
|--|------|--|
| | | Staff officers
with primary
responsibility |
| 1. PRELIMINARY PLANNING PHASE | | |
| (Upon the initial organization of the headquarters and prior to the receipt of an operational directive.) | | |
| a. Organize staff sections for planning. Establish staff functions and procedures. | All | |
| b. Establish security requirements for handling information and intelligence. Institute system of security checks. | G2 | |
| c. Collect all available data concerning the theater of operations. | All | |
| d. Establish war room. Institute periodic conferences for commander and staff. | CofS | |
| 2. INITIAL PLANNING PHASE, D-60 TO D-55. | | |
| (D-60 is the date when the directive is received from higher authority specifying that a particular operation be undertaken. D-55 is the date by which the commander, having received preliminary estimates from the staff, presents his planning guidance.) | | |
| a. Receive directive from higher authority giving objectives, major units allocated for the operation, target date, and all available data necessary for planning the operation. | All | |
| b. Prepare preliminary staff estimates based on information available, and present to the commander and staff for use in the preparation of further staff estimates and the commander's initial planning guidance. | All | |
| c. Receive commander's initial planning guidance and prepare tentative list of information required for more detailed estimates and for formulation of more detailed planning guidance. | All | |
| d. Present staff estimates periodically based on all available data concerning the operation to commander and staff. Determine requirements for additional information and institute requests to higher authority. | All | |
| e. Brief subordinate commanders reference directive and commander's concept. | All | |

(Classification)

(Classification)

Staff officers
with primary
responsibility

3. GENERAL PLANNING PHASE, D-55 TO D-40

(Within this phase the preliminary decisions are made and work is started on the preparation of the operation plan and annexes. By D-40 the first draft is completed. Concurrent planning is initiated in subordinate echelons.)

- | | |
|---|---|
| a. Continue presentation of staff estimates to commander and staff based on latest available information. | All |
| b. Furnish subordinate echelons all possible information as available for concurrent planning purposes. | All |
| c. Determine policies concerning maps and air photos to include types, scales, distribution, and quantities for planning and operations. | G2 |
| d. Arrange for photo coverage during planning and operational phases. | G2 |
| e. Issue maps, trig lists, and air photos for planning purposes. | G2 |
| f. Select and recommend vital installations and communications systems for preparation attack by Air Force. | G3 in coordination with G2, G4, G5, and Army Arty Officer |
| g. Initiate fire support coordination planning. | G3 in coordination with G2 and Army Arty Officer |
| h. Prepare applicable portion of troop list requirements for G3 | |
| i. Estimate personnel requirements for the operation. | G1 in coordination with G2 and G3 |
| j. Estimate supply and equipment requirements for the operation. | G4 in coordination with All |
| k. Inspect for compliance with counterintelligence measures. Revise requirements as necessary. | G2 |
| l. Publish training directive specifying types of training to be stressed for future operations. | G3 |
| m. Publish policies regarding administrative and employment of all nonorganic specialists and technicians including civil affairs, psychological warfare, public information and press correspondents, and intelligence specialists and agencies. | All |

(Classification)

(Classification)Staff officers
with primary
responsibility

- n. Follow up requests made of higher authority to determine dates on which requests will be fulfilled. All
 - o. Collect troop list requirements from G1, G2, G4, and G5 and determine recommended list of troop units and strengths for commander's approval. G3
 - p. Submit first draft of material for inclusion in annexes and first draft of operation plan. All
 - q. Check on status of all requests submitted to higher authority and on compliance with all directives and orders published to subordinate echelons. All
 - r. Maintain constant check on status of planning in major subordinate echelons. All
4. GENERAL PLANNING PHASE, D-40 TO D-30
(Within this phase the first draft of the plan and annexes is presented. The commander makes his detailed estimates to include his decision and announces the concept of the operation. By D-30 the staff is ready to prepare the final operation plan and annexes for issue to subordinate units.)
- a. Continue presentation of staff estimates to commander and staff based on latest available information. All
 - b. Prepares final operations estimate for commander's approval based on current estimates of other staff sections and all other current information available. G3
 - c. Receive commander's estimate of the situation (or approval of the operation estimate) to include his decision and the concept of the operation. All
 - d. Make necessary changes in drafts of the operation plan and annexes in accordance with the commander's decision and the concept of the operation. All
 - e. Revise initial supply and equipment requirements estimates and submit necessary requisitions. G4
 - f. Revise initial personnel requirements estimates and submit necessary requisitions. G1
 - g. Revise initial civil affairs requirements estimates and submit necessary requisitions. G5
 - h. Insure that subordinate commands are furnished all available information. All
 - i. Maintain constant check on status of planning in subordinate echelons. All
 - j. Supervise map distribution. G2

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| | Staff officers
with primary
responsibility |
| 5. GENERAL PLANNING PHASE, D-30 TO D-20 | |
| (By D-20 the final operation plan with annexes is issued to subordinate commanders.) | |
| a. Arrange for liaison and communications with higher, adjacent, and subordinate echelons. | G3, CofS |
| b. Complete and issue final operation plan with all annexes. | G3 |
| c. Confer with major subordinate commanders and staffs to insure full understanding of concept of operation and coordinating details. | All |
| d. Participate in conferences with higher headquarters and supporting administrative command staff sections to coordinate logistical support. | G4 |
| e. Participate in conferences with theater (theater army) (army group) staff sections to coordinate details, other personnel procedures and civil affairs to support the operation. | G1, G5 |
| f. Prepare and issue orders for rehearsals (if applicable). | G3 in coordination with All |
| 6. GENERAL PLANNING PHASE, D-20 TO D-10 | |
| (During this phase major subordinate units submit drafts of plans. By D-10 all necessary changes have been indicated and drafts returned to subordinate units for correction.) | |
| a. Maintain constant check of status of planning in subordinate echelons. | All |
| b. Confer with major subordinate echelon staff sections to coordinate logistical, personnel, and civil affairs support for the operation. | G1, G4, G5 |
| c. Receive first draft of operation plan and annexes of subordinate units and distribute copies to staff sections. | G3 |
| d. Review first draft of operation plans and annexes of subordinate commands and return with indication of necessary changes. | All |
| e. Continue conferences with higher headquarters and administrative command staff sections to complete details of logistical, personnel, and civil affairs support of the operation. | G1, G4, G5 |
| f. Continue conferences with higher headquarters to complete details of liaison and communications. | G3 |
| g. Participate in coordinating conferences with staff sections of higher and lower echelons to complete details of intelligence collection and dissemination procedures. | G2 |

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Staff officers
with primary
responsibility

- h. Conduct training inspections and supervise plans and preparations for rehearsal (if applicable).

G3 in coordination with
All

7. GENERAL PLANNING PHASE, D-10 TO D-5

(During this phase planning is completed in major subordinate echelons and continued in lower echelons. Rehearsals as applicable are conducted.)

- a. Receipt of completed plans and annexes from major subordinate commands for commander's approval. G3
- b. Notification to major subordinate commands of commander's approval of plans as submitted (with or without exceptions) and distribution of copies of plans and annexes to staff sections. G3
- c. Participate in final coordinating conferences with higher and lower echelon staff sections. All
- d. Participate in final coordinating conferences with supporting administrative command staff sections. G1, G4, G5
- e. Observe and/or supervise rehearsals (if applicable). G3 in coordination with
All
- f. Distribute all further available information and intelligence to subordinate echelons. G2, G3
- g. Complete and distribute any further administrative instructions or details. G1, G4, G5
- h. Publish air reconnaissance plan. G2
- i. Increase rate of air photo coverage. G2
- j. Receive units or special detachments such as civil affairs, psychological warfare, technical intelligence teams, etc. Instruct each det in policies and procedures. All

8. GENERAL PLANNING PHASE, D-5 TO D-DAY

(During this phase plans and preparations for the operation are completed to include the lowest echelons.)

- a. Issue final edition of maps to all echelons. G2
- b. Critique of rehearsal (if applicable). G3 in coordination with
All
- c. Conduct final check to insure timely receipt of supplies and equipment necessary for operation. G4, G3
- d. Conduct final check on personnel status of subordinate units. G1
- e. Attach special dets to subordinate commands. All
- f. Supervise preoperational troop movements. G3, G4, G5
- g. Preparation for headquarters movement. All
- h. Issue necessary weather forecasts. G2

(Classification)

Form 10. Campaign Plan

FORMAT FOR A CAMPAIGN PLAN

(Classification)

Copy No.
Issuing Headquarters
Place
Day, Month, Year, Hour, Zone
Reference No.

CAMPAIGN PLAN FOR THE

COMMAND (AREA)

References: Maps, charts, and relevant documents

1. SITUATION

Give briefly the general picture, so that recipients of the plan will understand the overall situation under the following headings:

- a. Directive. Provide a resume of data contained in the directive received from higher authority which are pertinent to the plan.
- b. Enemy forces. Provide a summary of the pertinent intelligence data, including information on the composition, disposition, location, movements, estimated strength, identification, and capabilities of enemy forces. Assumed information should be separated from factual data. Reference may be made to the intelligence annex.
- c. Friendly forces. State here information of friendly forces other than those covered by the campaign plan which may directly affect the action of the command.
- d. Assumptions. State here assumptions applicable to the plan as a whole.

2. MISSION

State clearly and concisely the task of the commander and its purpose.

3. OPERATIONS

- a. Concept. State the broad concept for employment of major forces in the command during the operations as a whole.

- (1) Scheme of maneuver
- (2) Phases of operations
- (3) Timing

- b. Phase I

- (1) Tasks
- (2) Concept. Include scheme of maneuver and time for this phase.
- (3) Forces required.
 - (a) Army
 - (b) Navy
 - (c) Air Force
 - (d) Marine Corps

- c. Phase II, etc. Cite information as stated in paragraph b, above, for this and any subsequent phases. Provide a separate phase for each step in the campaign at the end of which a reorganization of forces may be required and another action initiated.

(Classification)

(Classification)

- d. Coordinating Instructions. If desired, instructions applicable to two or more phases or multiple elements of the command may be placed in a final subparagraph.

4. LOGISTICS

Brief broad statements of logistic information or instructions applicable to the campaign under the following subparagraphs, as appropriate. May be issued separately and referenced here.

- a. Supply aspects
- b. Maintenance and modifications
- c. Medical service
- d. Transportation
- e. Base development
- f. Personnel
- g. Foreign military assistance
- h. Administrative management

5. COMMAND AND SIGNAL

- a. Command. State generally command relationship for the entire campaign or any portion thereof. Indicate any shifts of command contemplated during the campaign, indicating time of the expected shift. Give location of commander and command posts.
- b. Signal
 - (1) Communications. Plan of communications. May refer to a standard plan or be contained in an annex. Include zone time to be used; rendezvous, recognition, and identification instructions; code words; code names; liaison instructions as appropriate.
 - (2) Electronics. Plan of electronics systems. May refer to standard plan or may be contained in an annex. Include electronic policy and such other information as may be appropriate.

(Signed) _____
(Commander)

ANNEXES: As required

DISTRIBUTION:

(Classification)

Form 11. Administrative Plan

NOTE: Subparagraphs not pertinent may be omitted.
(changes from oral plans, if any)

(Classification)

Copy No. _____
Issuing headquarters
Place of issue
Date-time group of signature
Message reference number

Administrative Plan _____
(Type, serial number, and/or title)

References: (Maps, charts, and relevant documents)

Time Zone: (Used throughout the order; if unnecessary, omit)

1. SITUATION. Information of the general overall situation essential to understand the current situation as it affects administrative support.
 - a. Enemy forces. Composition, disposition, location, movements, estimated strengths, and identifications. (Reference to an operation plan or to the intelligence annex to an operation plan should be used if published or to be published.) List enemy capabilities which can influence the administrative support mission.
 - b. Friendly forces. Pertinent information of own forces, other than those covered by a references operation plan or to be included in subsequent paragraphs of this administrative plan, which may directly affect the administrative support mission.
 - c. Assumptions. Assumptions used as a basis for this plan. e.g., strengths to be supported, rate and direction of movement of tactical operations, influx of refugees, and support available from other agencies.
 - (1) Tactical situation. Obtained from the commander's planning guidance and provided by the operations officer (G3).
 - (2) Personnel situation. Provided by the personnel officer (G1).
 - (3) Logistical situation. Provided by the logistics officer (G4).
 - (4) Civil Affairs situation. Provided by the CA officer (G5).
2. MISSION. State the mission of the administrative support organization as a whole.
3. EXECUTION. This paragraph contains information for the formations and units being supported and not primarily for the services who execute the administrative plan.

(This paragraph has 6 subparagraphs entitled general, materiel and services, medical evacuation and hospitalization, personnel, civil affairs and miscellaneous. The contents of each subparagraph parallels the 6 paragraphs of the administrative order (Form 14)).

(Classification)

(Classification)

4. MISCELLANEOUS. Administrative matters not covered in preceding paragraphs. Include a statement as to when this plan is effective. Acknowledgement instructions.

Commander

Annexes
Distribution
Authentication

(Classification)

Example 18. Administrative Plan, Field Army

(Classification)

Copy No. 5
10th Army
HOMBURG (LV 7963) GERMANY
110800 May ____
HL 260

Administrative Plan 6

References: Map, FRANCE and GERMANY, LTM 1:250,000 AMS Series M562, M501, M508.

1. SITUATION

a. Enemy Forces.

- (1) Situation. Annex A (Intelligence) to OPLAN 6 and current PERINTREP.
- (2) Capabilities.
 - (a) En can use a wide variety of delivery means for nuclear weapon attacks against 10th Army administrative support installations.
 - (b) En can expand guerrilla activities against 10th Army administrative support installations. See Annex A (Intelligence) to OPLAN 6.

b. Friendly Forces.

- (1) OPLAN 6.
- (2) The 9th Infantry Division en route from CONUS is expected to land in BALOG about 1 June 19___. This division should be available to 10th Army for operations about 10 June 19___.

c. Assumptions.

- (1) Tactical situation.

10th Army will assume the offensive within its present zone. Present positions and order of battle will remain substantially unchanged prior to D-day (OPLAN 6).

(2) Personnel situation.

Strengths to be supported:

(a) 1st US Corps	89,400
(b) 2d US Corps	76,320
(c) Other 10th Army troops	<u>129,480</u>
(d) Total	295,200

NOTE: 9th Inf Div (13,700) not included in above figures.

- (3) Logistical Situation. Annex A, Admin Overlay.
- (4) Civil Affairs Situation
 - (a) Emergency civilian supply requirements will not exceed 65 tons per day.
 - (b) Shelter for 55,000 displaced persons will be required prior to D+4.

2. MISSION. Provide admin support for 10th Army offensive (OPLAN 6).

(Classification)

(Classification)

3. EXECUTION

* * * * *

This paragraph contains the information which is subsequently published as the Administrative Order. See Example 39, Administrative Order, Army.

* * * * *

4. MISCELLANEOUS

This plan is effective for planning on receipt and for implementation on order.

Acknowledge:

ARCHER

Lt Gen

Annexes: A—Administrative Overlay (omitted).
 B—Transportation Overlay (omitted).
 C—Engineer (omitted).
 D—Prescribed nuclear load (omitted).
 E—Nuclear allocation for storage (omitted).
 F—CA (omitted).

Distribution: * * *

OFFICIAL:

/s/ Andre

/t/ ANDRE

G4

(Classification)

APPENDIX V

ORDERS, STANDING OPERATING PROCEDURES, AND ANNEXES

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Section I. OPERATION ORDERS

Form 12. Operation Order, Tactical Command.

(Classification)

The phrase "No change from oral orders" or "No change from oral orders except paragraph ____" would appear here if oral orders have been issued concerning this operation. In the absence of oral orders, the space is left blank.

Copy No ____
 Issuing Unit
 Place of issue (may be in code)
 Date-time group of signature (time order is effective unless otherwise designated in par. 3)
 Msg ref number

Operation Order ____
 (Type and serial number) (Note 1)

Reference: List any map, chart, or other document required to understand the order. Reference to a map will include the country or geographical area and/or map series number, edition (if required), scale, and map sheet name or number.

Time zone: (The zone applicable to the operation; if not required for clarity, omit).

Task Organization: Where the organization for combat of the command is long or complicated, list here the task subdivisions or tactical components comprising the command with the names and ranks of the commanders if appropriate. This listing constitutes attachment unless qualified by such terms as "SPT" or "DS" indicating a support or direct support role for the unit commander. When the task organization is not shown, this information is included in paragraph 3 or in an annex.

1. SITUATION. Information of the overall situation essential to understand the current situation. This paragraph is divided into three subparagraphs as follows.

- a. Enemy Forces. Factual information concerning the enemy. Often a reference to a published intelligence document, overlay, or annex will be sufficient. (Note 2.)
- b. Friendly Forces. Information concerning higher, adjacent, supporting, or reinforcing units. Information should be limited to that which the subordinate commanders need to know to accomplish their assigned missions.
- c. Attachments and Detachments. List the units attached to or detached from the headquarters issuing the order together with the effective time. If these units are indicated in the task organization, an appropriate reference is entered. In the case of a unit which has been attached for some period of time, the term "remains attached" may be used.

(Classification)

(Classification)

2. MISSION. A clear concise statement of the task to be accomplished by the command and its purpose. This normally requires the inclusion of the WHO, WHAT, WHEN, and WHY of the commander's decision. The WHERE of the decision may be included if needed for clarity. The HOW (unit(s) making the main attack, and other amplifications), more properly belong in paragraph 3a, "Concept of operation." The mission is stated in full, even if shown on the operation overlay. There are no subparagraphs in paragraph 2.

3. EXECUTION.

- a. In the first subparagraph give the concept of operation. This is a statement of the commander's visualization of the conduct of the overall operation. The concept clarifies the purpose of the operation and is stated in sufficient detail to ensure appropriate action by subordinates in the absence of additional specific instructions. The concept usually includes the development and phasing of the operation, use of nuclear fires, unit making the main attack (in those operations where appropriate), the formation to be employed (the HOW), whether or not a preparation is to be fired, and the duration prior to H-hour.
- b. In subsequent separate lettered subparagraphs give the specific tasks to be accomplished by each element of the command charged with the execution of tactical missions. These elements are listed in the order:
 - (1) Combined arms commands in numerical or alphabetical order.
 - (2) Infantry elements.
 - (3) Armor elements.
 - (4) Artillery.
 - (5) Combat support elements (e.g. armored carrier units, engineer units, as applicable).
 - (6) Reserves.
- c. If a task organization is not used, the organization for combat is shown under those units to and from which attachments and detachments are made. Units attached for operational control may also be indicated.
- d. Combat arms units are listed in numerical sequence by parent regimental (or div) number.
- e. The artillery subparagraph is divided into two numbered subparagraphs; the first covers field artillery, the second air defense artillery. As a minimum the artillery subparagraph indicates the artillery organization for combat (when not already indicated in a task organization).
- f. Tactical support elements are listed in alphabetical sequence by branch. Normal service missions are not included. It is not necessary to list all the units in the command nor is it required to give instructions for the total employment of a particular unit. For example, instructions to an engineer unit concern only the tactical support portion of the unit's mission.
- g. Instructions to the reserve appear in the next to the last subparagraph of paragraph 3 entitled "Reserve." In the case of a unit

(Classification)

(Classification)

totally in reserve at the time the order becomes effective, this is the only subparagraph where such a unit will appear. Units not in reserve at the time of the order but designated as reserve at some future time are listed with a qualifying phrase as to when or under what conditions the unit will be in reserve. The listing of two or more units in this subparagraph does not in itself indicate an attachment.

- h. The last subparagraph of paragraph 3 is entitled "Coordinating instructions," and contains details of coordination and control applicable to two or more elements of the command. Troop safety measures appropriate to the nuclear battlefield may be shown here. Restrictions on use of nuclear weapons may be included. If instructions relative to a preparation are not included in the concept of operation they are shown here.

4. ADMINISTRATION AND LOGISTICS. A statement of pertinent administrative instructions and the way administrative support is to be provided for the operation to include the allocation of critical supply of items such as nuclear weapons. If an administrative order is in effect, or is being issued separately, or if an administrative annex is being issued make reference thereto. Paragraph 4 contains such subparagraphs as are required and follows the sequence of the administrative order.
5. COMMAND AND SIGNAL. Instructions relative to command and the operation of signal communications. This paragraph may have as many subparagraphs as are required. Normally three subheadings are listed: Signal, Command, and Axis of Command Post displacement. (Normally the main echelon of the headquarters unless otherwise specified.) Signal Instructions may refer to an annex, but as a minimum, should list the index and issue number of the signal operations instructions (SOI) which is in effect. Command instructions include command post location of subordinate and higher units. Designation of alternate command post and succession of command will be entered in this subparagraph if not adequately covered in SOP or annex. The axis of CP displacement consists of one or more future locations.

Acknowledgement instructions. These are a part of the ending and must be included here. Normally the single word "acknowledge" is sufficient. This indicates that the receiver will, by use of the message reference number in the heading, acknowledge that he has received and understands the order.

(Commander) (Note 3)

Annexes (by letter and title)

Distribution

Authentication (Note 3)

(by preparing general staff officer)

(Classification)

(Classification)

- NOTES: 1. The type of operation order (e.g. Army, Navy, Air Force, or Joint) is usually indicated in combined or joint operations. Within a single Service the type of operation order is normally omitted. When required, a code title may also be included. Operation orders of a command are numbered successively in each calendar year.
2. Reference to an annex may be made at any time it is desired to call the reader's attention to the annex. One such reference is all that is required.
3. The name and grade of the commander appear on all copies of the order. The original copy (No. 1) must be signed by the commander or a specifically authorized representative. This is the historical copy which remains in the files of the headquarters. If the commander or chief of staff signs a master copy, the use of which permits automatic reproduction of the document with his signature thereon, no further authentication is required. If this signature is not reproduced, authentication by the preparing general staff officer is required on all subsequent copies.

(Classification)

Example 19. Order for Attack, Infantry Division

(Classification)

Copy No 7
20th Inf Div
PRADLA (DB0404), POLAND
082200 Aug 19—
YZ 51

OPORD 25

References: Maps, POLAND 1:100,000, Sheets CNESTOCHOWA—ZAWIERCIE;
MIECHOW—KIELCE; and SANDOMIERZ—KRASNIK

Task Orgn:

20th Inf Div Bde TF
HQ, 20th Inf Div Bde
3d BG, 63d Inf (Mtz)
4th BG, 64th Inf (Mech)
2d Med Tk Bn, 241st Armor
3d How Bn, 45th Arty
4th How Bn (SP), 45th Arty
63rd Arty Gp
 3d How Bn (155-mm) (SP),
 615th Arty
 5th How Bn (8-in) (SP),
 671st Arty
2d AW Bn (SP), 626th Arty
Trp A, 1st Recon Sq, 21st Cav
Co C and D, 20th Engr Bn
Co A, 580th Engr Bn
585th Engr Float Brg Co
3d and 4th Plat, Co B, 20th Sig
 Bn (Spt)
Co A and B, 445th Trans Tac Carr
 Bn
Co A, 420th Trans Trk Bn
1st Plat, Co A, 20th Med Bn
1st Plat, Co B, 20th Med Bn
TF 1/61
1st BG, 61st Inf (Mech)
1st Med Tk Bn, 1st Armor (-)
5th How Bn (SP), 45th Arty
Btry A, 1st Rkt How Bn (HJ-8in),
 46th Arty
1st Recon Sq, 21st Cav (-)
Co A, 20th Engr Bn
Co B, 580th Engr Bn
595th Engr Float Brg Co

1st Plat, Co B, 20th Sig Bn (Spt)
Co B and C, 20th Trans Bn
1st Plat, Fwd Spt Co, 20th Ord Bn
TF 2/62
2d BG, 62d Inf
2d How Bn, 45th Arty
Co B, 20th Engr Bn
2d Plat, Co B, 20th Sig Bn
2d Plat, Fwd Spt Co, 20th Ord Bn
TF 5/65
5th BG, 65th Inf
Co D and E, 1st Med Tk Bn, 1st
 Armor
3d and 4th Plat, Fwd Spt Co, 20th
 Ord Bn
Div Tn
HQ, 20th Inf Div Tn
20th Admin Co
20th QM Co
20th Med Bn (-)
20th Ord Bn (-)
20th Trans Bn (-)
Det, Co B, 20th Sig Bn (Spt)
1st How Bn, 45th Arty
Co B, 420th Trans Trk Bn
Div Trp
1st Rkt How Bn (HJ-8in), 46th Arty
 (-)
3d Msl Bn (LACROSSE) (SP), 671st
 Arty
4th How Bn (155-mm) (SP), 616th
 Arty
3d How Bn (8-in) (SP), 671st Arty
3d AW Bn (SP), 627th Arty

(Classification)

(Classification)

20th Engr Bn (-)	1302 Trans Co (Lt Hel)
580th Engr Bn (-)	1303 Trans Co (Lt Hel)
20th Avn Co	1304 Trans Co (Lt Hel)
20th Sig Bn	445th Trans Tac Carr Bn (-)
140th Trans Bn (Trans Acft)	525th MI Det
1301 Trans Co (Lt Hel)	2d Plat, 5416th CA Co

1. SITUATION

a. Enemy forces. Annex A, Intelligence.

b. Friendly forces.

- (1) 1st Corps continues the attack to the east to seize crossings over VISTULA River at SANDOMIERZ (EB5315), LEKA (EA0675), and NW KORCZYN (DA8673); prepared to continue the attack to the north or east on order.
 - (2) 55th Inf Div assists passage 20th Inf Div, follows and supports 20th Inf Div, seizes and secures NW KORCZYN, relieves 20th Inf Div of objective 2 upon seizure.
 - (3) 72d Inf Div assists passage 20th Inf Div, follows and supports 20th Inf Div, seizes and secures the high ground south and southwest of KIELCE (DB7436), relieves 20th Inf Div of obj 1 and 4 upon seizure.
 - (4) 23d Armd Div 1st Corps reserve upon attachment 092400 Aug; prepares to attack through the 20th Inf Div to continue the attack.
 - (5) 201st Armd Cav protects north flank of 1st Corps.
- c. Attachments and detachments.
- (1) Task organization. Attachments effective 082300.
 - (2) 525th MI Det and 2d Plat, 5416th CA Co remains attached.

2. MISSION

Division attacks 090430 August, through 55th and 72d Inf Div, seizes crossings over VISTULA River at SANDOMIERZ and LEKA.

3. EXECUTION

a. Concept of operation. Annex B, Op Overlay. The operation will consist of a passage of lines through the 55th and 72d Inf Div and an airmobile assault of obj 1 by the 2d BG, 62d Inf, and obj 2 by 3d BG 63d Inf, at 090430 August. TF 1/61 (Mech), and 20th Inf Div Bde TF (Mech) will linkup with and pass through the airmobile landed forces on obj 1 and 2 respectively. Three GOLF (50 KT) weapons will be delivered on the located regiments and tank battalion of the 33d (Aggressor) Rifle Div 090410 August to assist the initial airmobile assault and breaching of Aggressor's hastily prepared defenses along the NIDA River. Following seizure of obj 1, TF 1/61 will continue the attack to the east to seize obj 4 and SANDOMIERZ. TF 2/62 (Mech) will follow TF 1/61. Upon seizure of obj 2, the 20th Inf Div Bde will continue the attack to the southeast to seize LEKA (obj 3). TF 5/65 (Mtz) in division reserve will follow TF 2/62 and be prepared to assist either TF 1/61 or 20th Inf Div Bde TF until TF 1/61 crosses phase line OKLAHOMA, thereafter assemble

(Classification)

(Classification)

in vic STASZOW (EA2000) prepared to assist either TF 1/61 or 20th Inf Div Bde TF. Upon seizure of obj 3 by 20th Inf Div Bde TF, it will be released to the 55th Inf Div and 20th Inf Div Bde TF will rejoin the division in vicinity of SANDOMIERZ. The 20th Inf Div Bde TF will be allocated one CHARLIE weapon. The remaining two CHARLIE weapons will be retained under division control. Other than delivery of the three nuclear weapons at 090410, a preparation will not be fired.

b. 20th Inf Div Bde TF:

- (1) Attack through 55th Inf Div, seize obj 2 by airmobile assault and surface attack.
- (2) Upon seizure of obj 2, continue attack to southeast to seize obj 3.
- (3) Rejoin division vic SANDOMIERZ upon release obj 3 to 55th Inf Div.

c. TF 1/61:

- (1) Attack through 72d Inf Div, linkup with TF 2/62 on obj 1.
- (2) Be prepared to assist TF 2/62 on obj 1.
- (3) Prepare to attach B1/1 Armor to TF 2/62 on 0, upon seizure obj 1.
- (4) Upon seizure of obj 1 continue attack to east to seize obj 4 and secure obj 5.
- (5) Prepare to continue attack to north or east on order.

d. TF 2/62:

- (1) Seize obj 1 by airmobile assault.
- (2) Assist passage TF 1/61 through obj 1.
- (3) Upon passage of TF 1/61, release obj 1 to 72d Inf Div on order; follow and support TF 1/61.

e. Arty:

(1) Field Arty:

- (a) 1/46 Arty (-): GS.
- (b) 4/616 Arty: GS.
- (c) 3/671 Arty: GS.
- (d) 3/151 Arty: GS.
- (e) Priority of fires TF 1/61.

- (2) Air Defense Arty: 3/437 Arty: Protect crossings over NIDA River at obj 1 until relieved by 1st Corps, then protect div arty.

(3) Annex C, Fire Support Plan.

f. 20th Engr Bn (-): prepare to attach Co E to 5/65 Inf upon commitment.

g. 580th Engr Bn (-): support TF 1/61.

h. 140th Trans Bn (Trans Acft): support TF 2/62 and 20th Inf Div Bde TF each with 2 companies. Annex D, Air Movement Plan.

i. 445th Trans Tac Carr Bn (-): attached TF 2/62 upon seizure obj 1.

j. Div Trp: follow TF 1/61.

k. Div Tn: remain in assembly area vicinity PRADLA initially prep to follow div trp on 0.

l. Div Res: TF 5/65 (mtz) follow TF 2/62 prepared to assist TF 1/61 or 20th Inf Div Bde TF. Upon crossing phase line OKLAHOMA occupy assembly area vicinity STRASZOW (EA2000) prepared to assist TF 1/61 or 20th Inf Div Bde TF.

(Classification)

(Classification)

m. Coordinating Instructions:

- (1) Annex D, Air Movement Plan.
- (2) Annex E, Road Movement Plan.
- (3) Reorganize to conform to task force organization effective upon receipt of this order.
- (4) EEI: Will Aggressor reinforce his defense of the NIDA River; if so, when, where, and in what strength. Special attention to avenues of approach through KIELCE and STASZOW.

4. ADMINISTRATION AND LOGISTICS.

- a. ADMINO 3.
- b. C1 III. Maximum quantities will be carried in all available cargo space.

5. COMMAND AND SIGNAL

- a. Signal. Annex F, Signal; SOI, Index 1-5. Listening silence prior to 090430 Aug.
- b. Command. Division CP: follow TF 1/61.

Acknowledge.

SHORT
Maj Gen

Annexes: A—Intelligence (omitted)

B—Op Overlay

C—Fire Support Plan (omitted)

D—Air Movement Plan (omitted)

E—Road Movement Plan (omitted)

F—Signal (omitted)

DISTRIBUTION: A

55th Inf Div

72d Inf Div

23d Armd Div

201st Armd Cav

OFFICIAL:

/s/ Young

YOUNG

G3

(Annex B, Examples 20, 21, 22, 23, and 24—foldins at back of book.)

(Classification)

Example 25. Order for Assault (Operation Overlay as an Annex), Airborne Division

(Classification)

Copy No 3
102d Abn Div
AGEDABIA (30°45' N, 20°10' E), LIBYA
010800A Sep 19__
PT 246

OPORD 5

References: Maps, Strategic Planning Map, 1:5,000,000 EURASIA;
GREECE, 1:250,000, KHANIA-IRAKLION;
CRETE, M702, 1:50,000, sheets 1-29.

Time zone: A

Task organization: Annex A, Task Organization.

1. SITUATION.

- a. Enemy Forces, Annex B, Intelligence.
- b. Friendly Forces.

(1) Army forces, MTO—

- (a) Continue present mission.
- (b) Provide logistical support for this operation.
- (c) Assume control of CRETE; target date—D+10.

(2) Naval TF 41 provides—

- (a) Preassault bombing and close air support from carrier forces as directed in separate instructions.
- (b) Navigational aids for air operations over water.
- (c) Naval gunfire and missile support.
- (d) Carrier task element to lift organic and attached Army aviation from departure area to within 50 miles of objective areas.

(3) Air Forces, MTO—

(a) 7th TAF provides—

- 1. Two fighter-bomber wings on ground, runway, and air alert beginning H-hour, D-day, for missions as requested by 2d Abn TF.
- 2. Air reconnaissance as requested.

(b) MTO Airlift Force provides required airlift.

- (4) 2d Abn TF lands by airborne assault commencing H-hour, D-day, seizes central portion of CRETE; prepares plans for further airborne operations.
- (5) 2d Corps assumes control of ground operations on order; clears island of enemy; initiates base development.
- (6) 20th Inf Div lands in MESARA Valley commencing D+1, assists in clearing CRETE of enemy.

c. Attachments and Detachments. Annex A, Task Organization.

2. MISSION.

Div by airborne assault H-hour, D-day, seizes airheads in MESARA Valley and vic IRAKLION; protects and assists landing of 20th Inf Div on D+1; assists in clearing CRETE of enemy.

(Classification)

(Classification)

3. EXECUTION.

- a. Concept of operation. This operation involves the simultaneous seizure of two separate airheads by airborne assault, employing TF COBBALLS vic IRAKLION and div (-) in the MESARA Valley. The operation is supported throughout to include preparation fires by nuclear weapons. Elements in two airheads establish surface contact at earliest practicable time. Div res consists of two rifle companies organized as TF DUNNETT. Airmobile operations will be employed in the exploitation. Annex C, Operation Overlay.
- b. TF COBBALLS:
 - (1) Land vic IRAKLION beginning H-hour, D-day.
 - (2) Block enemy movement along RETHIMNON-IRAKLION-AYIOS-NIKOLAOS highway.
 - (3) Initiate development of air-landing facility.
 - (4) Conduct ground reconnaissance to south and effect contact with reconnaissance elements from forces in MESARA Valley.
 - (5) Seize IRAKLION.
- c. CT 1/301:
 - (1) Block enemy movement into airhead from northwest.
 - (2) Conduct ground reconnaissance along RETHIMNON-TIMBAKION road.
 - (3) Prepare to conduct operations to northwest.
- d. CT 3/303:
 - (1) Block enemy movement into airhead from north.
 - (2) Conduct ground reconnaissance along AYIA-VARVARA-IRAKLION highway and effect contact with reconnaissance elements of TF COBBALLS.
- e. CT 4/304:
 - (1) Block enemy movement into airhead from east.
 - (2) Be prepared to furnish two-company task force as div res after H+6.
- f. Trp A, 30th Cav:
 - (1) Reconnoiter and maintain surveillance over routes TIMBAKION-RETHIMNON; PRAITORIA (213103)--KALLORI (219122).
 - (2) Maintain air surveillance over route AYIA-VARVARA-IRAKLION until ground contact established between TF COBBALLS and CT 3/303.
 - (3) Maintain air surveillance in priority northwest, north, east-northeast.
- g. Arty:
 - (1) A1/45 Arty: GS.
 - (2) B/146 Arty: GS.
 - (3) F2/60 Arty: GS.
 - (4) Annex D. Fire Support Plan.
- h. 102d Avn Co: Annex E, Aviation.
- i. 102d Engr Bn:
 - (1) Priority air-landing facility development.
 - (2) Annex F, Engineer.
- j. Div Res: TF DUNNETT.
 - (1) Priority employment sector CT 1/301, CT 3/303.
 - (2) Prepare for lift to reinforce TF COBBALLS on order.

(Classification)

(Classification)

- (3) Protect air-landing facilities 2 and 3.
- (4) Annex, G, Counterattack Plans.
- k. Coordinating instructions.
 - (1) Tentative H-hour, D-day: 080815A Sep.
 - (2) Postponement or cancellation only on authority CG, 2d Abn TF, via trp carr and/or Army communications.
 - (3) Alternate plan executed on order responsible commander. Annex H, Alternate Plans.
 - (4) Annex I, Barrier Plan.
 - (5) Annex J, Air Movement Plan.
- 4. ADMINISTRATION AND LOGISTICS.
 - ADMINO 3.
- 5. COMMAND AND SIGNAL.
 - a. Signal.
 - (1) Annex K, Signal.
 - (2) SOI Index 1-4.
 - b. Command.
 - (1) Div tac CP initially with CT 1/301.
 - (2) Others confirm on opening.

Acknowledge.

MUELCROSS
Maj Gen

Annexes: A—Task Organization
B—Intelligence (omitted)
C—Operation Overlay
D—Fire Support Plan (omitted)
E—Aviation (omitted)
F—Engineer (omitted)
G—Counterattack Plans (omitted)
H—Alternate Plans (omitted)
I—Barrier Plan (omitted)
J—Air Movement Plan (omitted)
K—Signal (omitted)
L—Distribution (omitted)

Distribution: Annex L, Distribution

OFFICIAL:

/s/ Singlenos
SINGLENOS
G3

Copy No. 3
102d Abn Div
AGEDABIA (30°45'N, 20°10'E), LIBYA
010800A Sep 19__
PT 246A

Annex A (Task Organization) to OPORD 5
Attachments and detachments (effective 011200A Sep 19__)
563d Abn Engr Lt Eqp Co
592d Abn Engr Lt Eqp Co
1402d Trans Co (Lt Hel)

(Classification)

(Classification)

Air Ln team (2)
 FAC team (9)
 Trp Carr cmbt con team (5)
 Div naval gunfire Ln team (2)
 1st Plat, 5210th CA Co
 Btry A, 1st How Bn, 45th Arty
 Btry B, 1st FA Bn, 46th Arty
 529th MI Det (remains attached)

ASSAULT ECHELON
 (Maj Gen Muelross, commanding)

CT 1/301

1st Abn BG, 301st Inf
 Btry A, 60th Arty
 1 ACT
 1st Plat, Co A, 102d Engr Bn
 1st Area Comm Cen Plat, Co B
 (Fwd Comm), 102d Sig Bn
 Cmbt Spt Flt A, 102d Abn Co
 1st BG Spt Plat, Co B (Emerg
 Rep) 102d Maint Bn
 1st Litter Bearer Sec, Evac Plat
 102d Med Co
 1st Sqd, 1st Plat, MP Det
 1st Pack Sec, Pack Plat, 102d QM
 Prcht Sup and Maint Co
 2 FAC
 1 Shore Fire Con Party
 1st Plat 563d Abn Engr Lt Eqp Co

CT 3/303

3d Abn BG, 303d Inf
 Btry C, 60th Arty
 1 ACT
 3d Plat, Co A, 102d Engr Bn
 3d Area Comm Cen Plat, Co B
 (Fwd Comm), 102d Sig Bn
 Cmbt Spt Flt C, 102d Avn Co
 3d BG, Spt Plat, Co B
 (Emerg Rep), 102d Maint Bn
 3d Litter Bearer Sec, Evac Plat,
 102d Med Co
 3d Sqd, 1st Plat, MP Det
 3d Pack Sec, Pack Plat, 102d QM
 Prcht Sup and Maint Co
 2 FAC
 1 Shore Fire Con Party
 2d Plat 563d Abn Engr Lt Eqp Co

DIV RES**TF DUNNETT**

(Lt Col Dunnett, commanding)
 Co A, 5th Abn BG, 305th Inf
 Co E, 5th Abn BG, 305th Inf

DIV TRP

Comd and Con BN (—)
 102d Abn Div Arty (—)
 HQ & HQ Btry, 102d Abn Div Arty
 (—)
 Det, Btry F, 60th Arty
 102d Engr Bn (—)
 592d Engr Lt Eqp Co
 102d Sig Bn (—)
 Spt Gp (—)
 HQ Det, 102d Maint Bn
 Co B (Emerg Rep) (—), 102d
 Maint Bn
 102d Med Co (—)
 Det, 102d Sup and Trans Co
 1 team, Repl Sec, 102d Admin Co
 Air Ln team
 1st Plat, 5210th CA Co (A)
 Trp Carr Cmbt Con Team (4)
 Adv Party, 20th Inf Div
 1402d Trans Co (Lt Hel)
 1 Div Naval Gunfire Ln Team
 102d Avn Co (—)

CT 4/304

4th Abn BG, 304th Inf
 Btry D, 60th Arty
 1 ACT
 2d Plat, Co A, 102d Engr Bn
 4th Area Comm Cen Plat, Co B
 (Fwd Comm), 102d Sig Bn
 Cmbt Spt Flt D, 102d Avn Co

(Classification)

(Classification)

4th BG Spt Plat, Co B (Emerg Rep), 102d Maint Bn	Det, Co B (HQ and Main Sup)
4th Litter Bearer Sec, Evac Plat, 102d Med Co	Composite Plat, 102d Sup & Tran Co
1st Sqd, 2d Plat, MP Det	1 Sec, Sup Plat
4th Pack Sec, Pack Plat, 102d QM Prcht Sup and Maint Co	1 Sec, Trans Plat
2 FAC	Det, Co HQ
1 Shore Fire Con Party	Composite Plat, 102d Med Co
TF COBBALLS,	1 Surg Team
(Brig Gen Cobballs, commanding)	1 Clr Plat
2d Abn BG, 302d Inf	Det, Evac Plat
5th Abn BG, 305th Inf (—)	Det, Co HQ
Btry B, 60th Arty	Composite Plat, 102d Prcht Sup and Maint Co
Btry E, 60th Arty	Sec, Sup Plat
Det, HQ & HQ Btry, 102d Div Arty	Sec, Pack Plat
Co B, 102d Engr Bn	Det, Co HQ
563d Abn Engr Lt Eqp Co (—)	Composite Co, 102d Comd and Con B
Co B (Fwd Comm) (—), 102d Sig Bn	Det, HQ & HQ Co
Det, Spt Gp	Comp Plat, 102d Avn Co
Det, HQ & HQ Det, Spt Gp	2 Plat, Co A, 30th Cav Trp
Composite Co, 102d Maint Bn	1 Repl Team, 102d Admin Co
2 BG Spt Plat, Co A (Emerg Rep)	3 FAC
1 Lt Maint Plat, Co A (Emerg Rep)	1 Air Ln Team
	1 Trp Carr Combat Con Team
	2 Shore Fire Con Party

FOLLOWUP ECHELON

(Lt Col Keirley, commanding)

Det, Spt Gp
 102d Sup & Trans Co (—)
 102 Med Co (—)
 1st Hosp Unit (augmented), 1102d Fld Hosp
 Btry F, 60th Arty (—)
 Btry A, 1st How Bn, 45th Arty
 Btry B, 1st FA Bn 46th Arty
 Followup elements of assault echelon units

(Classification)

REAR ECHELON

(Lt Col Mehaflon, commanding)

Admin Co (—)

Det, Spt Gp

Co A (Main Spt), 102d Maint Bn

102d Prcht Sup and Maint Co (—)

Det, 102d Sup and Trans Co (—)

Other unit rear echelons

Acknowledge.

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Distribution: Annex L, Distribution

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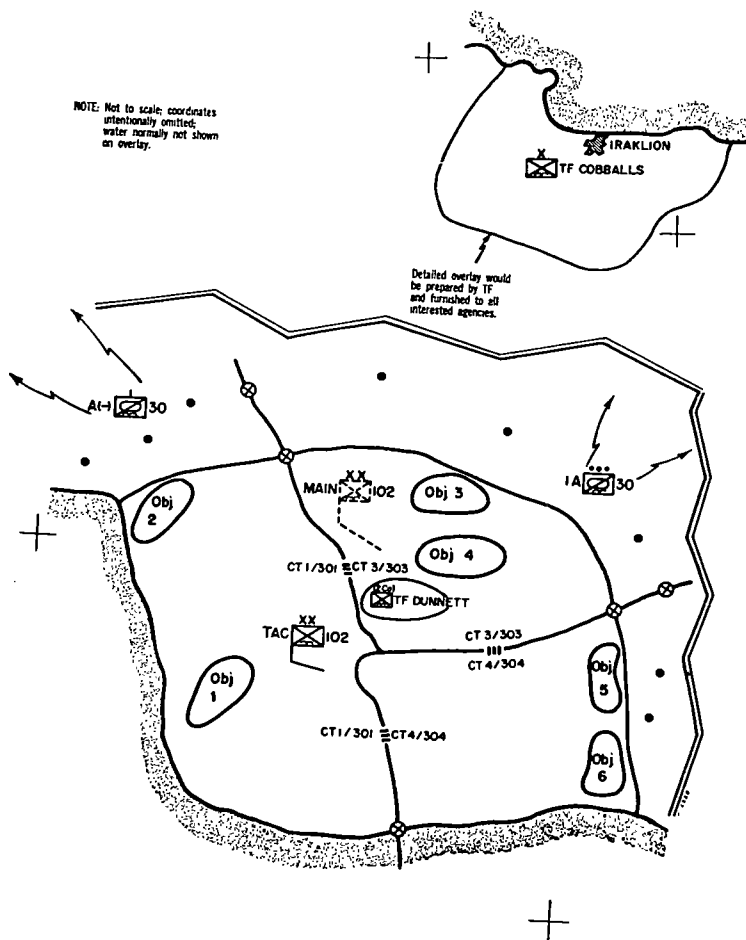
Example 25. Operation Overlay Annex to Operation Order, Airborne Division.

(Classification)

Copy Nr 3
102d Abn Div
AGEDABIA (30°45'N, 20°10'E), LIBYA
010800A Sep 19—
FT 246C

Annex C (Operation Overlay) to OPORD 5

References: Maps, GREECE, 1:250,000, KHANIA--IRAKLION;
CRETE, M702, 1:50,000, sheets 1--29.



Acknowledge.

MUELROSS
Maj Gen

Distribution: Annex L, Distribution

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Annex C (Operation Overlay) to OPORD 5.

Example 26. Order for Defense (Operation Overlay as an Annex), Corps

(Classification)

Copy No. 2
 1st (US) Corps
 UDON THANI (NC1013), THAILAND
 071000 June 19__
 CY 333

OPORD 4

Reference: Maps, INDOCHINA and THAILAND, 1:250,000; VIENTIANE THAILAND,
 1:100,000, UDON THANI.

1. SITUATION.

- a. Enemy Forces. Annex A, Intelligence.
- b. Friendly Forces.

(1) 1st Allied Army defends general line inclusive PAK SANE (MC5799) exclusive MUANG LOM SAK (NC9119), employing 2d (THAI) Corps on the west, 1st (US) Corps in the center, and 3d (UK) Corps on the east.

(2) 9th TAF supports 1st Allied Army.

- c. Attachments and Detachments. June troop list plus 2d Gun Bn (280-mm), 609th Arty, and 428th Trans Trk Bn. (effective 071200 June 19__).

2. MISSION.

Corps defends without delay from inclusive BAN NONG WAENG (MC9706) to exclusive NONG KHAI (NC3819). Annex B, Operation Overlay.

3. EXECUTION.

- a. Concept of operation.

(1) Maneuver. This operation will employ the 55th Inf Div and the 20th Inf Div in the defense from west to east, immediately upon completion of night withdrawal from present positions. The 23d Armd Div (Reinf), as the corps covering force, holds Aggressor north of security line TEXAS until 092030 June, achieves maximum delay in order to provide adequate time for the preparation of the division defensive areas, then corps striking force.

(2) Fires.

- (a) Artillery. Priority of fires to 55th Inf Div. Appendix 1, Artillery Fire Plan, to Annex C, Fire Support Plan.
- (b) Air support. Maximum available air effort to close support of covering force until withdrawal; then to divisions in forward defensive area. Appendix 2, (Air Fire Plan), to Annex C, Fire Support Plan.
- (c) Nuclear. 24 nuclear weapons will be allocated to the 20th Inf Div and 16 to the 23d Armd Div. Corps controlled nuclear weapons will be employed forward of the battle area in support of the forward defensive area divisions, the corps striking force, and behind FEBA in support of corps counterattacks. Surface bursts will not be employed without prior approval of 1st Allied Army Headquarters, Ap-

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(Classification)

pendix 3, Allocation of Nuclear Weapons, to Annex C, Fire Support Plan.

- (d) Chemical. Chemical land mines will be employed in the western portion of the corps sector. Annex E, Barrier Plan.

b. 20th Inf Div:

Attached: 3d How Bn (105-mm) (SP), 602d Arty, upon completion of covering force mission.
2d AW Bn (SP), 451st Arty
Co A, 428th Trans Trk Bn

c. 55th Inf Div:

Attached: 2d Med Tk Bn, 241st Armor
201st Armd Cav (—1 Bn) upon completion of covering force mission.
2d How Bn (105-mm) (SP), 601st Arty, upon completion of covering force mission.
3d AW Bn (SP), 452d Arty
428th Trans Trk Bn (—Co A)

d. 23d Armd Div:

Attached: 3d Med Tk Bn, 242d Armor
201st Armd Cav (—1 Bn)
581st Engr Bn (Army)
63d Arty Gp
2d How Bn (105-mm) (SP), 601st Arty
3d How Bn (105-mm) (SP), 602d Arty
5th AW Bn (SP), 454th Arty

- (1) Covering force. Initial position along general line BAN CHOM SI (MC9635)—BAN KHO (NC1948)—THA B0 (NC2850).
- (2) Hold Aggressor north of security line TEXAS until 092030 June.
- (3) Maintain contact with covering force, 2d (THAI) Corps, and 3d (UK) Corps.
- (4) Attachments cease on passage security line TEXAS on corps order.
- (5) Corps reserve upon completion of covering force mission.
- (6) Coordinate preparation of blocking positions A, B, C, D, E, and F by 534th Engr Gp and 535th Engr Gp.

e. 211th Armor Gp.

- (1) 2nd Med TK Bn, 241st Armor: attached to 55th Inf Div.
- (2) 3d Med TK Bn, 242d Armor: attached to 23d Armd Div initially.
- (3) Gp (—): initially corps reserve. Attached to 23d Armd Div upon div completion of covering force mission.

f. 201st Armd Cav:

- (1) One battalion protect corps east flank until occupation of sector by 20th Inf Div. Thereafter in priority assist in the defense of nuclear delivery systems, and rear areas against airborne attack, guerrilla action, infiltration, and sabotage.
- (2) Regiment (—):
 - (a) Attached to 23d Armd Div initially; attachment ceases upon passage security line TEXAS.

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(Classification)

- (b) Upon release from attachment to 23d Armd Div, attached to 55th Inf Div.

g. Arty:

(1) Field Arty:

- (a) 23d Armd Div Arty: GS; reinf 55th Div Arty upon completion covering force mission; revert control 23d Armd Div when committed.
- (b) 61st Arty Gp:
 8th How Bn (155-mm), 635th Arty
 9th How Bn (155-mm), 636th Arty
 10th How Bn (155-mm), 637th Arty
 4th How Bn (8-in), 681st Arty
 GS; reinf 20th Div Arty
- (c) 62d Arty Gp:
 5th How Bn (155-mm) (SP), 617th Arty
 6th How Bn (155-mm) (SP), 618th Arty
 7th How Bn (8-in) (SP), 672d Arty
 9th How Bn (8-in) (SP), 673d Arty
 GS; reinf 55th Div Arty
- (d) 63d Arty Gp:
 3d How Bn (155-mm) (SP), 615th Arty
 4th How Bn (155-mm) (SP), 616th Arty
 3d How Bn (8-in) (SP), 671st Arty
 5th How Bn (8-in) (SP), 671st Arty
 1. Atch to 23d Armd Div initially.
 2. Upon completion of covering force mission, GS: reinf 55th Div Arty.
- (e) 71st Arty Gp:
 8th How Bn (8-in), 683d Arty
 2d Gun Bn, (280-mm), 609th Arty
 6th Msl Bn (HONEST JOHN) (SP), 108th Arty
 5th Msl Bn (CORPORAL), 206th Arty
 7th Msl Bn (LACROSSE) (SP), 153d Arty
 GS.
- (f) 72d Arty Gp:
 2d Msl Bn (HONEST JOHN) (SP), 106th Arty
 4th Msl Bn (HONEST JOHN) (SP), 107th Arty
 3d Msl Bn (LACROSSE) (SP), 151st Arty
 5th Msl Bn (LACROSSE) (SP), 152d Arty
 GS.
- (g) 2d How Bn (105-mm) (SP), 601st Arty: attached to 23d Armd Div initially. Upon completion covering force mission, attached 55th Inf Div.
- (h) 3d How Bn (105-mm) (SP), 602d Arty: attached to 23d Armd Div initially. Upon completion covering force mission, attached 20th Inf Div.
- (i) Btry A (Slt), 190th Arty: GS.
- (j) 2d Obsn Bn, 101st Arty: GS.

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(Classification)

- (2) Air Defense Arty:
 - 406th Arty Gp (AD):
 - 4th AW Bn (SP), 453d Arty
 - 9th Msl Bn (HAWK), 438th Arty
 - 10th Msl Bn (HAWK), 439th Arty
 - 11th Msl Bn (HAWK), 440th Arty
 - 1. Establish corps AADCP and coordinate corps AD.
 - 2. Protect in priority crossing over MONG River until withdrawal of covering force, corps artillery, and corps striking force.
 - (3) Annex C, Fire Support Plan.
 - h. 534th Engr Gp:
 - (1) 581st Engr Bn: attached to 23d Armd Div initially. Revert to group control upon div completion of covering force mission.
 - (2) Group (—):
 - (a) Support 20th Inf Div.
 - (b) Prepare in priority blocking positions C and E. Coordination by 23d Armd Div.
 - (3) Annex D, Engineer.
 - i. 535th Engr Gp:
 - (1) Support 55th Inf Div.
 - (2) Prepare in priority blocking positions A, D, B, and F. Coordination by 23d Armd Div.
 - (3) Annex D, Engineer.
 - j. Corps Res:
 - (1) 23d Armd Div upon completion of covering force mission.
 - (2) Corps striking force priority of employment zone 55th Inf Div.
 - (3) 211th Armor Gp (—). Initially. Attached to 23d Armd Div upon div completion of covering force mission.
 - k. Coordinating Instructions.
 - (1) 23d Armd Div coordinate withdrawal through security line TEXAS with 55th and 20th Inf Divs.
 - (2) Warning of friendly nuclear attack disseminated through command channels. Personnel below company or similar sized unit will be informed of scheduled nuclear attack no earlier than 30 minutes prior to attack.
 - (3) Movement by infiltration only during daylight.
 - 4. ADMINISTRATION AND LOGISTICS.
 - Army ADMINO 6. Corps ADMINO 4.
 - 5. COMMAND AND SIGNAL.
 - Annex F, Signal. SOI Index 1-7. Minimum radio transmission all units not in contact. Restriction removed when unit committed.
- Acknowledge.

OSBORNE
Lt Gen

(Classification)

Annexes: A—Intelligence (Omitted)
B—Operation Overlay
C—Fire Support Plan (Omitted)
D—Engineer (Omitted)
E—Barrier Plan (Omitted)
F—Signal (Omitted)

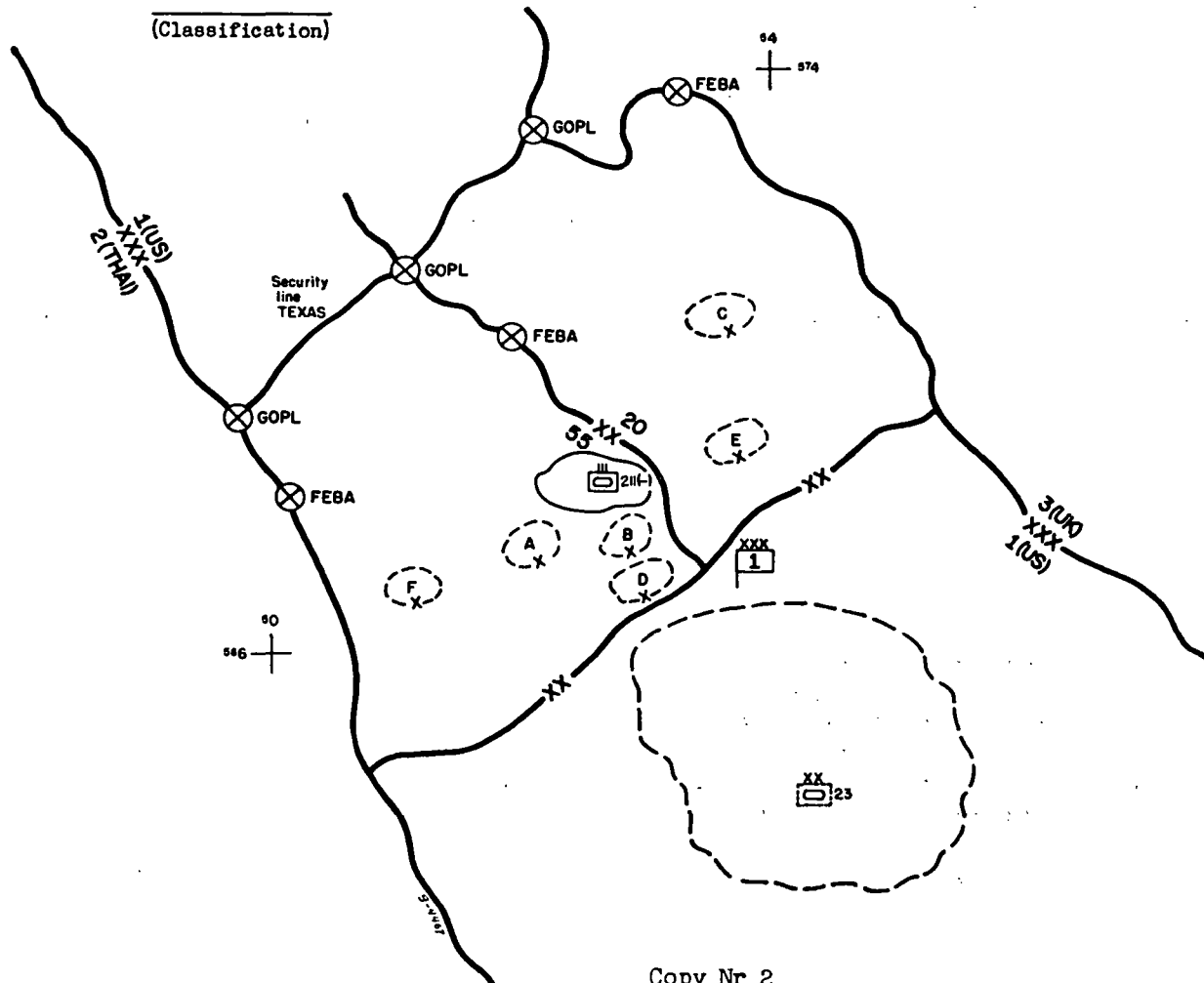
Distribution: A
2d (THAI) Corps
3d (UK) Corps

OFFICIAL:

/s/Hanks
HANKS
G3

(Classification)

Example 26. Operation Overlay Annex to Operation Order, Corps



Copy Nr 2
1st (US) Corps
UDON THANI (NC1613), THAILAND
071000 June 19____
CY 333

Annex. B (Op Overlay) to OPORD 4'

Reference: Map, THAILAND, 1:100,000, UDON THANI.

Acknowledge.

OSBORNE
Lt Gen

Distribution: A
2 (THAI) Corps
3 (UK) Corps

OFFICIAL:

·/s/ Hanks
HANKS
G3

(Classification)

Annex B (Op Overlay) to OPORD 4.

Example 27. Order for Attack, Army.

(Classification)

Copy No. 2
 3d Army
 DACHAU, GERMANY
 031200 Feb 19__
 DL 9

OPORD 4

Reference: Maps, CENTRAL EUROPE 1:250,000, Second Edition, AMS, Sheets
 L48, L49, L50, M48, M50, M51, N48, N49, N50, N51, 049,
 050, 051

Time Zone: A

Task Organization: Annex A. Task Organization

1. SITUATION.

a. Enemy forces.

- (1) Annex B, Intelligence.
- (2) PIR Nr 5, Hq 2d Army Group 021200 February 19__.

b. Friendly forces.

- (1) Naval forces. Allied naval forces support 2d US Army Group with three air groups (R3Y2).
- (2) Air forces. Allied air forces:
 - (a) Continue support of 3d US Army with 1st TAC.
 - (b) Destroy Aggressor aircraft and air installations, interdict Aggressor lines of communications and deliver nuclear weapons.
- (3) Army forces. Allied army forces destroy Aggressor forces in the CHEMNITZ-PRAGUE-BRUNN-OLMUTZ areas in accordance with the following plan:
 - (a) 2d Army Group attacks in direction CHEMNITZ-PRAGUE, seizes, secures and defends PRAGUE area to prevent Aggressor movement from the east and thus facilitates future friendly offensive operations to northeast, and prevents destruction of vital communication, rail and airport facilities.
 - (b) 3d Army Group attacks in direction BRECLAV-OLMUTZ-TROPPAU, seizes, occupies and defends TROPPAU area, prevents Aggressor movement, and prepares to support advance of 3d US Army.
 - (c) 1st Army on the north attacks northeast from present positions commencing 070500 Feb.
 - (4) 50th ASA Gp(—) spts 3d US Army.

c. Attachment and detachments. Annex A. Task Organization.

- 2. MISSION. 3d Army, by ground and airborne assault, attacks northeast from current positions commencing 070500 Feb __, breaches the BOHMER WALD mountain range, seizes and secures PILSEN, then resumes attacks to northeast to seize and secure PRAGUE. On completion of this operation, prepares to attack, under 2d Army Group control, north and northeast to seize BRESLAU. Annex C, Operation Overlay.

(Classification)

(Classification)

3. EXECUTION.

a. Concept of operation.

- (1) Maneuver. 3d Army will conduct a five-phase operation to seize and secure the final army objective, vicinity of PRAGUE, as follows:

Phase I—050300 to 061700 Feb _____. From current positions launch a ground attack to seize more favorable positions in the left and center portions of the Army zone of operations.

Phase II—070500 to 070900 Feb _____. From phase line II, (new positions as established) launch a ground attack with 27th Airborne Corps and 34th Corps abreast to seize as initial Army objective the BOHMER WALD mountain passes in zone.

Phase III—070900 to 081200 Feb _____. 18th Airborne Corps will conduct an airborne assault with two divisions to establish a corps airhead located in the vicinity of PILSEN and extending north to the Army boundary. Ground attack continues toward the initial Army objectives.

Phase IV - 080200 to 100500 Feb _____. 34th Corps armored units cross phase line III and link up with the 18th Airborne Corps airhead (Objective 331) in 18th Airborne Corps zone and seize Objective 332 in 34th Corps zone. Objectives are secured and preparations made to resume the ground attack to northeast to seize the final Army objective in vicinity of PRAGUE.

Phase V - 100500 to 121700 Feb _____. Ground assault units cross phase line IV (the airhead line on the left and northeastern edge of Army objective 332 on the right) to continue the ground attack to envelop PRAGUE and seize and secure the Army objective.

- (2) Fire support.

(a) Air.

1. 9th TAF will conduct interdiction of all known Aggressor positions and troop masses. Special emphasis will be placed upon interdiction of the MOLDAU RIVER crossings, elements of the 11th Mechanized Army vicinity of PRAGUE, departure airfields of the Aggressor 56th Airborne Division and ADA positions vicinity of PILSEN, and located Aggressor nuclear weapons storage and delivery systems.
2. Low-yield, air burst nuclear weapons or general purpose ordnance will be used to neutralize ADA positions in vicinity PILSEN and in the mountain passes, prior to 6 Feb ____.
3. Priorities for air support to 18th Airborne Corps commencing 050300 Feb ____.
4. Appendix 2, Air Fire Plan, to Annex D, Fire Support Plan.

(Classification)

(Classification)

(b) Artillery.

1. Support offensive and defensive operations by use of nonnuclear weapons, to include smoke and incendiary fires.
2. Appendix 1, Artillery Fire Plan, to Annex D, Fire Support Plan.

(c) Nuclear.

1. Nuclear weapons will not be employed as a substitute for appropriate nonnuclear weapons.
2. When nuclear weapons are employed, they will be used in sufficient quantities and with the timeliness that will secure the maximum effect against the selected target, with a very high troop safety assurance.
3. Low-yield weapons will be used whenever possible, to avoid overkilling and overdamage. For towns, cities, and installations to be excluded from nuclear attack in the Army zone of operation, see Annex R, (CA).
4. The use of nuclear weapons will be integrated into all maneuvers where applicable. The establishment of killing zones as an element of offensive or defensive operations will be incorporated into all plans.
5. Tab E (Nuclear Weapons) to Appendix 1 (Tactical Support) to Annex C (Operations) 3d Army SOP, 9 Jan 58, applies.

(d) Annex D. Fire Support Plan.

- b. 18th Airborne Corps. From the present positions and departure airfields in the Army area, conduct a five-phase attack by ground and airborne assault in the Corps zone of operation, to seize Army objectives indicated. Annex C, Operation Overlay.

- (1) As Phase I, on or about 050300 Feb ____, launch a ground attack from present positions in coordination with the 34th Corps on the right, to secure by 061600 Feb line of departure required for phase II of the operation.
- (2) On 070500 Feb ____, from the line of departure secured in phase I and in conjunction with 34th Corps, launch the phase II ground attack to assist passage of armor through the mountain passes to effect an early link-up with the corps airhead. Destroy Aggressor forces in zone.
- (3) On 07 Feb ____, with 0900 H-hour, from Army area departure airfields, launch as phase III a two-division airborne assault to seize and secure an airhead, as Army intermediate Objective 331. Block withdrawal of Aggressor forces opposing the ground elements of Corps and prevent reinforcement by Aggressor elements from the north and east.
- (4) As phase IV, link-up ground and airborne elements of the Corps and prepare to continue attack to seize that portion of final Army objective in zone. Coordinate with and pass responsibility for security of critical highways in objective area 323

(Classification)

(Classification)

to Commander, Army Reserve, after corps combat elements have cleared the objective area.

- (5) Launch phase V of the attack from the airhead line by ground assault to seize and secure objectives 351, 352, 353, clear PRAGUE.
- (6) Secure the Army left flank.
- (7) Upon completion of phase IV of the attack, release the 101st Airborne Division to Army control in the vicinity of PILSEN to constitute an element of the army reserve.
- (8) Following completion of phase IV of the attack, simultaneously with the preparation to continue the attack, initiate refitting of airborne elements remaining under corps control to reestablish an airborne capability for future operations.
- (9) Following the securing of the corps portion of the final army objective, in coordination with the 34th Corps, prepare to continue the attack to the northeast on order.

c. 34th Corps. From present positions and established line of departure, in accordance with the time table established in a above, conduct a five-phase ground attack to seize army objectives and destroy aggressor forces in zone. Annex C, Operation Overlay.

- (1) On or about 050300 Feb ____, launch a ground attack in coordination with the 18th Airborne Corps ground elements from present positions to secure by 061700 Feb ____ the phase II line of departure in the left portion of the corps zone.
- (2) On 070500 Feb ____, from line of departure secured in phase I, initially in conjunction with 18th Airborne Corps ground elements, conduct a ground attack to seize army objectives in zones, 324, 325, and 326.
- (3) Following breakout from the BOHMER WALD mountains and crossing of phase line III by corps lead elements, release the 2d Infantry Division to army reserve in place, vicinity of FURTH (UQ4364). Select time and coordinate plans to pass responsibility for the security of primary mountain passes in objective area 324 to CG 2d Infantry Div. Continue the attack to seize objective 332.
- (4) Protect Army right flank.
- (5) Seize and secure the corps portion of the Army final objective 354, effect contact with 18th Airborne Corps elements on the left.
- (6) Prepare to continue the attack to the northeast on order.

d. Artillery.

- (1) Field Artillery.
 - (a) General support, priority of missile fire to the support of the 18th Airborne Corps airhead, vicinity of PILSEN.
 - (b) 40th Arty Group. GS, priority of fire to airhead perimeter 18th Airborne Corps.
 - (c) 1st Hvy Gun Bn (280-mm), 320th Arty. General Support.
 - (d) Appendix 1, Artillery Fire Plan, to Annex D, Fire Support Plan.

(Classification)

(Classification)

- (2) Air Defense Artillery.
 - (a) Provide Army air defense for Army area.
 - (b) 108th Arty Brigade (Air Defense).
 - 1. Coordinate Army air defense of Army area. Priorities of defense.
 - (a) Departure airfields.
 - (b) Nuclear weapons and launching areas.
 - (c) Defiles with special emphasis upon the BOHMER WALD mountain passes, following capture.
 - (d) Major supply installations.
 - (e) Army command post area.
 - 2. Provide primary AADCP, early warning net and Army air defense for the Army rear area.
 - (c) Annex J, Air Defense.
- e. Army Aviation.
 - (1) 3d Trans Gp (Trans Acft) (-) - GS.
 - (2) 50th Trans Bn (Trans Acft). Atchd 18th Abn Corps.
 - (3) 51st Trans Bn (Trans Acft). Atchd 18th Abn Corps.
 - (4) 52d Trans Bn (Trans Acft). DS 34th Corps.
 - (5) 53d Trans Bn (Trans Acft).
 - (a) DS 34th Corps, Phase I and II.
 - (b) GS Phase III, IV, and V priority of support to 2d Infantry Division.
 - (c) Occupy heliports vicinity of 2d Infantry Division during phase III to V.
 - (6) 70th Avn Co (Army). DS, Hq 3d Army.
 - (7) Annex M, Army Aviation.
- f. Chemical.
 - (1) 81st Chemical Group (—).
 - (a) General Support.
 - (b) Provide direct smoke support to 18th Airborne Corps and 24th Corps, with three companies each, during phase I and II.
 - (c) Upon completion of phase II operations, be prepared to provide smoke coverage on order to the army reserve area and major BOHMER WALD defiles on the army MSR's.
 - (2) Annex L, CB.
- g. Engineer.
 - (1) 168th Engineer Group (C). GS
 - (2) 1169th Engineer Group (C). GS
 - (3) Annex E. Barrier Plan.
 - (4) Annex F. Engineer Plan.
- h. Military Intelligence.
 - (1) 519th MI Bn (—). GS
 - (2) 240th Air Recon Spt Bn. GS
 - (3) Annex B, Intelligence.
- i. Rear Area Security.
 - (1) Operational control of the Rear Area Security Controller.

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- (2) 3d Infantry Brigade (Reinf); with attachments, designated as Rear Area Security Force.
 - (a) Provide convoy security for movement of critical supplies, equipment and nuclear munitions as directed.
 - (b) Secure Army rear area against aggressor ground operations.
 - (c) Perimeter security of army command post area.
 - (d) Be prepared to implement the unit replacement system using attached combat replacement units. Airborne replacement units to be maintained in vicinity army departure airfields prepared for airborne combat operations. Utilization in security role authorized.
 - (e) Be prepared to implement on order applicable portions of Annex G. Counterattack Plan, with 3 Infantry Battle Groups mounted in armored carriers and helicopters.
- (3) Annex K. Rear Area Security.
- j. Psychological Warfare.
 - (1) 1st Loudspeaker and Leaflet Co. GS.
 - (2) Annex O. Psychological Warfare.
- k. Unconventional Warfare, Annex N.
- l. Army Reserve.
 - (1) 3d Inf Brig (Sep) (Mtzd) (—); on order, until completion of phase II. Annex G. Counterattack Plan.
 - (2) 2d Inf Div on order, following completion of phase II, army reserve, occupies assembly area vicinity CHAM (UQ3054), FURTH (UQ4364), TAUS (UQ5078).
 - (a) Maintain a brigade of two Infantry Battle Groups (Reinforced), (one Battle Group fully motorized and one Battle Group helicopter-airmobile) for employment with 2-hour advance warning.
 - (b) Coordinate with the CG, 34th Corps and prepare to assume responsibility for the security of the CHAM-TAUS pass (UQ3054-UQ5078), objective area 324.
 - (c) Coordinate with the CG, 18th Abn Corps and prepare to assume responsibility for the security of the VOHENSTRASSE-HAID pass (UR1041); objective area 323 using a force of not more than one Inf BG (Reinf).
 - (d) Priority of reinforcement to rear area security force.
- (3) 101st Abn Div on order, following completion of phase IV of operation, army reserve, vicinity of PILSEN.
 - (a) Block PRAGUE-BERAUN-PILSEN corridor vicinity MAUTH VR0916.
 - (b) Evacuate to selected army area departure airfield, reequip and prepare for future airmobile operations; one Abn BG (Reinf) to be prepared for combat airmobile operations in support of either Corps within 24 hours after the start of phase V of the attack. Priority of commitment in zone of 18th Abn Corps, to seize crossing sites, MOLDAU RIVER, objectives areas 351 or 352.
- (4) Annex G. Counterattack Plan.

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m. Coordinating instructions.

- (1) Attachments, detachments, boundary changes and changes of mission, unless otherwise directed are effective 040001 Feb 59. Current positions as indicated in 2d Army Group Planning Directives 1-59 dated 021200 Feb 59.
- (2) Concentrations the size of an Inf BG (Reinf) in an area 2500 yards radius in rear of present position will be used as a maximum density guide.
- (3) Tactical reports.
 - (a) Report immediately crossing of LD, phase lines, and takeoff from departure airfields.
 - (b) Initial aggressor contacts and loss of contact.
 - (c) Submit hourly spot reports giving lead unit locations.
 - (d) Report immediately aggressor nuclear activity.
 - (e) Report immediately location of aggressor armor concentrations.
- (4) Annex G, Counterattack Plan.
- (5) Make maximum use of camouflage, cover and concealment and dispersion of troops and equipment, and all other passive defense means to avoid detection and reduce casualties.
- (6) Annex H. Aircraft Allocations.
- (7) Warning of friendly nuclear fires, Annex I, Signal.
- (8) Maintain contact with aggressor forces at all times.
- (9) Normal patrol, air reconnaissance and artillery fire along present position until final preparation for phase II of the attack.
- (10) All personnel and unit CBR detection and protective equipment will be maintained ready for immediate operational use.
- (11) CB agents will be selected and employed under suitable conditions against appropriate targets. Annex L, CB; and Appendix 2, Employment CB Agents, to Annex C (Operations), to 3d US Army SOP, 9 Jan 58.
- (12) For policies pertaining to the use of nuclear weapons over urban areas, Tab E (Nuclear Wpns), to App 1 (Tac Spt), to Anx C(Op), 3d USA SOP, 58.
- (13) Annex R, Tactical Cover and Deception.

4. ADMINISTRATION AND LOGISTICS.

a. ADMINO 4.

b. Civil Affairs.

- (1) 310th CA Gp. GS
- (2) 1026th CA Gp. GS
- (3) CA Area Hq Unit (Type B). GS
- (4) Annex Q, Civil Affairs.

5. COMMAND AND SIGNAL.

a. Signal.

- (1) Annex I, Signal.
- (2) Annex P, Electronic Warfare.
- (3) Current SSI and SOI.

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b. Command.

- (1) 3d US Army Main CP initially vicinity of DACHAU.
- (2) 3d US Army Rear CP opens at AUGSBURG (PU4060) 031200 Feb 59.
- (3) 3d US Army forward CP displaces to vicinity PILSEN (UR8313) upon completion of phase V of this operation. Opening to be announced.
- (4) Alternate Army CP: Primary, army rear CP; secondary, HQ, 34th Corps.
- (5) Corps report primary CP location, alternate CP and CP displacement.

Acknowledge.

JONES
Lt Gen

Annexes:

- A—Task Organization (omitted)
- B—Intelligence (omitted)
- C—Operation Overlay (omitted)
- D—Fire Support Plan (omitted)
- E—Barrier Plan (omitted)
- F—Engineer Plan (omitted)
- G—Counterattack Plan (omitted)
- H—Aircraft Allocations (omitted)
- I—Signal (omitted)
- J—Air Defense (omitted)
- K—Rear Area Security (omitted)
- L—Chemical and Biological (omitted)
- M—Army Aviation (omitted)
- N—Unconventional Warfare (omitted)
- O—Psychological Warfare (omitted)
- P—Electronic Warfare (omitted)
- Q—CA (omitted)
- R—Tactical Cover and Deception (omitted)

Distribution:

- LD-1 LD-4B
- LD-2 LD-7
- LD-3

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/s/ Ballard
BALLARD
G3

(Example 28—foldin at back of book.)

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Example 29. Order for Attack (River Crossing) (Operation Overlay as an Annex), Corps(Classification)

(No Change From Oral Orders Except Paragraph 3b (3))

Copy No. 2

1st Corps

BREIDSCHEID (LA5482) GERMANY

201800 Apr

HL 40

OPORD 2

References: Map, GERMANY: 1:100,000, Sheets R1, R2, R3; S1, S2, S3; T1 and T2.

Time Zone: Z

Task Organization: Annex A.

1. SITUATION.

a. Enemy Forces. Annex B, Intelligence.

b. Friendly Forces.

(1) 11th Army attacks 23 April, crosses RHINE River, continues attack to east and north to the vicinity of HANOVER (ND4905).

(2) 1st TAF supports 11th Army.

(3) 5th Corps attacks 24 April, seizes bridgehead vicinity COLOGNE (LB5645).

c. Attachments and Detachments. Annex A, Task Organization.

2. MISSION.

1st Corps attacks 230400Z April with two divisions in assault, seizes bridgehead vicinity SINZIG (LB7600); protects army right flank; prepares to continue attack east and north. Annex C, Operation Overlay.

3. EXECUTION.

a. Concept of Operation.

(1) Maneuver. The initial assault crossings will be made shortly after BMNT to permit movement of troops and equipment toward the river line under cover of darkness. Special emphasis on maintaining security on time and place of crossing.

(a) Phase 1 (H to H+4 hours). 20th and 55th Infantry Divisions cross the river simultaneously. Divisions employ helicopters and LVT's to simultaneously seize objectives which will eliminate small arms fire and observed artillery fire on crossing sites. Divisions reorganize and clear zones. M4T6 rafts in operation at 10 sites in corps zone by H+3 hours.

(b) Phase 2 (H+4 to H+16 hours). Divisions continue attack to seize objectives controlling O-3 line. M4T6 bridges open at H+10 hours.

(c) Phase 3 (H+16 to H+36 hours). Corps reserve crosses rapidly during hours of darkness. Corps reorganizes and prepares to continue the attack to the east and north.

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(2) Fire Support.

- (a) Artillery. A 10-minute preparation will be fired, at H-10 minutes. Normal rates of fire which have been used in corps zone will be continued prior to the preparation. Appendix 2, Artillery Fire Plan, to Annex D, Fire Support Plan.
- (b) Air. Interdiction operations continue. Eight aircraft will be on air alert from 0415-1000 hours on D-day. Appendix 1, Air Fire Plan, to Annex D, Fire Support Plan.
- (c) Nuclear. A nuclear preparation will be fired at H-30 minutes. Maximum destruction of enemy troops and equipment in the RHINE River area, maximum destruction of reserves capable of intervention on D-day, and maximum disruption of Aggressor command installations will be accomplished in that priority. Appendix 2, Artillery Fire Plan to Annex D, Fire Support Plan.
- (d) Chemical. Smoke screens will be employed along the entire corps front to deceive Aggressor and to screen crossing sites. Priority to Bridge Sites ALPHA, BRAVO and FOXTROT. Appendix 3, CB Plan, to Annex D, Fire Support Plan.
- (e) Annex D, Fire Support.

b. 20th Inf Div:

Atch: 2nd Med Tk Bn, 241st Armor
 Co A and B, 281st Amph Tk Bn
 260th Trans Bn (Boat)
 221st Trans Co (Amph Trk)

1st Trans Co (Lt Trk), 424th Trans Bn (Trk)

Atch for operational control only: 130th Trans Bn (Trans Acft)

131st Trans Bn (Trans Acft)

- (1) Pass through elements of 201st Armd Cav and 72d Inf Div in zone.
- (2) Secure bridge sites BRAVO and FOXTROT.
- (3) Seize objective 2; be prepared to assist in seizure of objective 1.
- (4) Protect corps south flank until relieved by 201st Armd Cav.
- (5) Be prepared to assist passage of 72d Inf Div or 23d Armd Div through corps bridgehead.

c. 55th Inf Div:

* * * * *

d. 201st Armd Cav:

- (1) Protect west bank of RHINE River in zone.
- (2) Support crossings of 20th Inf Div by fire from positions on west bank of RHINE.
- (3) On corps order, cross RHINE River and protect corps south and east flank; maintain contact with elements of 1st Army.

e. 211th Armor Gp:

- (1) 2d Med Tk Bn, 241st Armor: Atch to 20th Inf Div.
- (2) 2d Med Tk Bn, 242d Armor: Atch to 55th Inf Div.
- (3) Gp (-): Corps reserve.

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f. 281st Amph Tk Bn:

- (1) Co A: Atch to 20th Inf Div.
- (2) Co B: Atch to 20th Inf Div.
- (3) Bn (-): Atch to 55th Inf Div.

g. Arty:**(1) FA:**

- (a) 72d Div Arty: Reinforce fires of 20th Div Arty; revert to division control upon commitment of 72d Inf Div.
- (b) 23d Armd Div Arty: Reinforce fires of 55th Div Arty; revert to division control upon commitment of 23d Armd Div.
- (c) 61st Arty Gp: GS; prepare to reinforce fires of 20th Div Arty.
- (d) 62d Arty Gp: GS; prepare to reinforce fires of 55th Div Arty.
- (e) 63d Arty Gp: GS.
- (f) 71st Arty Gp: GS.
- (g) 72d Arty Gp: GS.
- (h) 2d How Bn (105-mm How) (SP) 601st Arty: DS 201st Armd Cav.
- (i) 3d How Bn (105-mm) (S) 602d Arty: Atch to 55th Inf Div.
- (j) 2d Obsn Bn, 101st Arty: GS.
- (k) Btry A (SLT), 190th Arty: GS.

(2) ADA:

- (a) 406th Arty Gp(AD): Protect in priority corps artillery, corps reserve, and army supply points in corps zone.
- (b) 407th Arty Gp(AD):
 - 1. Protect engineer parks and unit assembly areas until H-hour; engineer parks, assault crossing sites and ferry sites from H-hour until initiation of bridge assembly; thereafter in priority bridge sites, heavy ferry sites and engineer parks.
 - 2. Coordinate AD protection in corps zone.
 - 3. Coordinate with assault divisions relative to position areas and use of crossing means.

(c) Annex D, Fire Support Plan.**h. 310th Cml Bn (Smk Gen):**

- (1) Provide smoke to support crossings.
- (2) Appendix 3, CB Plan, to Annex D, Fire Support Plan.

i. Corps Engr:

- (1) Support crossing of 20th and 55th Inf Div with one (1) Engr Gp each.
- (2) Erect and maintain float bridges at sites ALPHA, CHARLIE and MIKE.
- (3) Annex E, Engineer.

j. 260th Trans Bn (Boat): Atch to 20th Inf Div.**k. 261st Trans Bn (Boat): Atch to 55th Inf Div.****l. 424th Trans Bn (Trk):**

- (1) 1st Trans Co (Lt Trk): Atch to 20th Inf Div.

* * * * *

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(Classification)

o. Corps Res:

(1) 72d Inf Div (-Div Arty):

(a) Vicinity * * *.

(b) Prepare to cross RHINE River in zone of 20th or 55th Inf Div; priority to zone of 20th Inf Div.

(c) Div Arty reverts to division control on commitment of 72d Inf Div.

(2) 23d Armd Div (-Div Arty):

(a) Vicinity * * *.

(b) Prepare to cross RHINE River in zone of 20th or 55th Inf Div priority to zone of 55th Inf Div.

(c) Div Arty reverts to division control on commitment of 23d Armd Div.

(3) 211th Armor Gp (-): Vicinity * * *.

p. Coordinating Instructions:

(1) Annex F, Crossing Plan.

(2) Movement of assault divisions from present positions commences no earlier than EENT on D-1. Movement of units in corps reserve to assembly areas commences no earlier than H-4 hours. Annex G, Movement Plan.

(3) Troop safety precautions.

(a) Safety criteria for nuclear weapons will provide a 99% assurance of no casualties to friendly troops.

(b) Personnel immediately east of RHINE River will be in tanks or 5 feet deep foxholes covered with raincoat, shelter-half, or other opaque material from H-25 to H-15 minutes.

(c) All other personnel in corps zone not in lightproof shelters will wear protective goggles or cover eyes with opaque material from H-25 to H-15 minutes.

(d) Head of helicopter columns will remain west of phase line ALPHA until H-5 minutes.

(4) Time of scheduled nuclear attack will not be disseminated below company level earlier than H-40 minutes, except to helicopter-borne units who will be informed in marshalling areas no earlier than H-8 hours.

(5) Assault divisions coordinate location of forward assembly areas, and positions of supporting weapons with 72d Inf Div and 201st Armd Cav.

* * * * *

(8) Corps controls use of smoke produced by smoke generator units. Assault divisions submit requirements.

4. ADMINISTRATION AND LOGISTICS.

a. ADMINO 3.

b. Assault divisions responsible for control of traffic over ferries and bridges until division rear boundary is moved east of RHINE River.

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- e. Assault divisions coordinate locations of installations and facilities west of RHINE River with 72d Inf Div and 201st Armd Cav.

5. COMMAND AND SIGNAL.

- a. Annex I, Signal. SOI, Index 2-5. 72d Inf Div, 201st Armd Cav, and supporting units maintain normal radio traffic; all other continue radio silence until H-5 minutes.
- b. (1) 1st Corps CP: BREIDSCHEID (LA5482).
(2) 20th Inf Div CP: MENDIG (LA7681).

* * * * *

ACKNOWLEDGE.

PANE
Maj Gen

Annexes: A—Task Organization (omitted)

B—Intelligence (omitted)

Appendix 1—Intelligence Estimate (omitted)

Tab A—Analysis of Area of Operations (omitted)

Inclosure 1—Weather Forecast and Light Data (omitted)

Inclosure 2—Topographic Areas Overlay (omitted)

Inclosure 3—Relief and Drainage Overlay (omitted)

Inclosure 4—Trafficability Overlay (omitted)

Tab B—Enemy Dispositions Overlay (omitted)

Appendix 2—Tactical Air Reconnaissance (omitted)

Tab A—Air Photo Reconnaissance Overlay (omitted)

Tab B—Visual Air Reconnaissance Overlay (omitted)

Appendix 3—Counterintelligence (omitted)

C—Operation Overlay

D—Fire Support Plan (omitted)

Appendix 1—Air Fire Plan (omitted)

Appendix 2—Artillery Fire Plan (omitted)

Tab A—Position Areas and Zones of Fire (omitted)

Tab B—Artillery Fire Plan (omitted)

Tab C—Counterbattery Plan (omitted)

Appendix 3—CB Plan (omitted)

E—Engineer (omitted)

Appendix 1—Assault Crossing, Ferry and Bridge Sites Overlay (omitted)

Appendix 2—Allocation of Engineer Equipment and Supplies (omitted)

Appendix 3—Schedule of Engineer Tasks to H+24 hours (omitted)

F—Crossing Plan (omitted)

G—Movement Plan (omitted)

Appendix 1—March Overlay (omitted)

Appendix 2—March Table (omitted)

H—Air Movement Plan (omitted)

Appendix 1—Flight Route Diagram (omitted)

(Classification)

(Classification)

- I—Signal (omitted)
 - Appendix 1—Teletypewriter Traffic Diagram (omitted)
 - Appendix 2—Telephone Traffic Diagram (omitted)
 - Appendix 3—Communication System Diagrams (omitted)
 - Appendix 4—Radio Nets (omitted)
 - Appendix 5—Wire and VHF Circuit Diagram (omitted)
 - Appendix 6—Messenger and Air Courier Schedule (omitted)
- J—Rear Area Security (omitted)
 - Appendix 1—Antimechanized and Antiairborne Defense (omitted)
 - Appendix 2—Antiguerrilla Defense (omitted)
- K—Tactical Cover and Deception (omitted)

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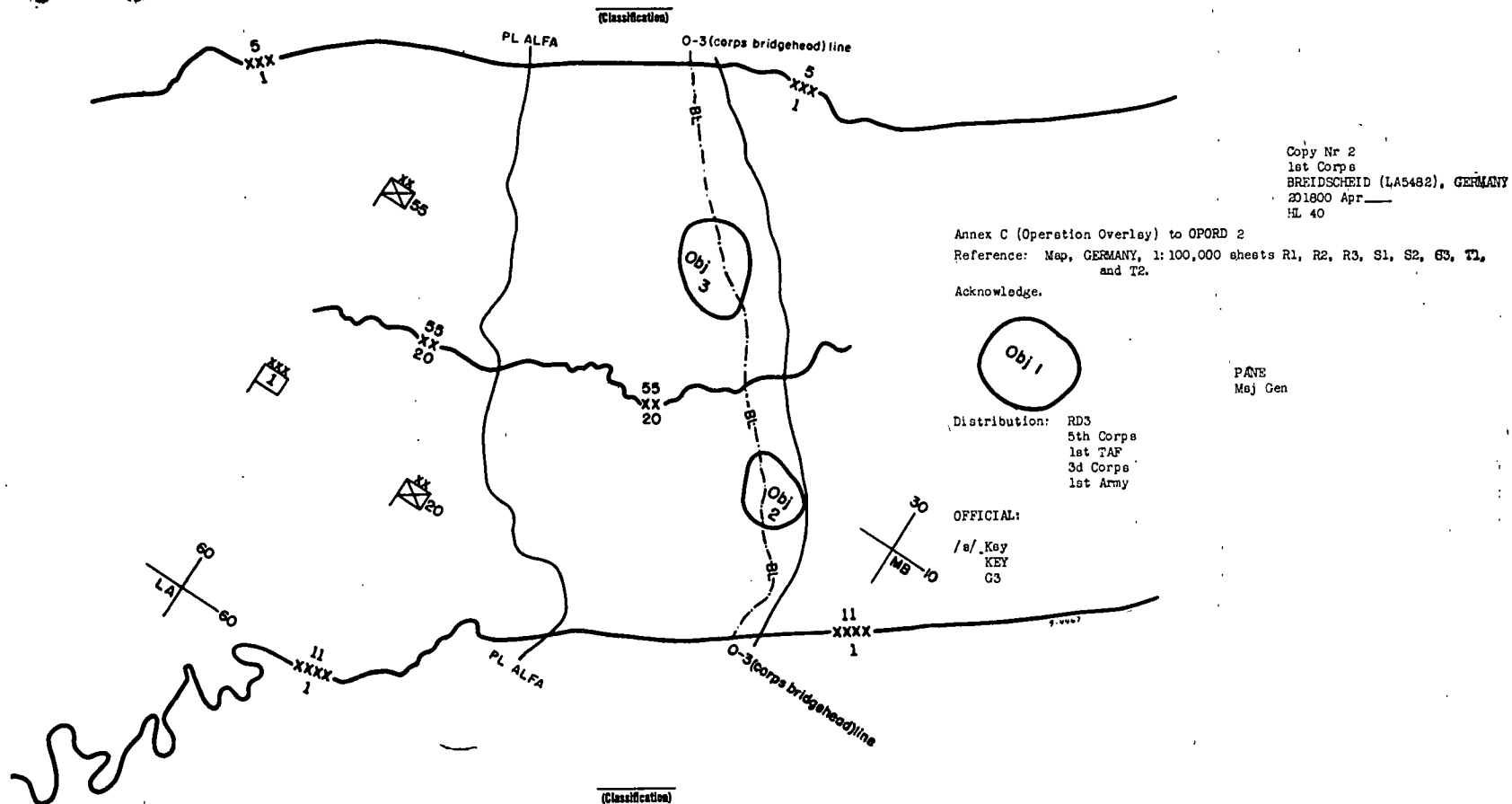
- 5th Corps
- 1st TAF
- 3d Corps
- 1st Army

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/s/ Key
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Example 29. Operation Overlay Annex to Operation Order, Corps.



Copy Nr 2
1st Corps
BREIDSCHIED (LA5482), GERMANY
201800 Apr
HL 40

Annex C (Operation Overlay) to OPORD 2

Reference: Map, GERMANY, 1:100,000 sheets R1, R2, R3, S1, S2, S3, T1, and T2.

Acknowledge.

PAYE
Maj Gen

Annex C (Operation Overlay) to OPORD 2.

Example 30. Operation Order, Administrative Command

(Classification)

Copy No. 3
TALOG
ORLEANS (DP1807) FRANCE
050800 May 19____
XR 802

OPORD 36.

Reference: Maps, FRANCE and GERMANY, AMS Series M562, M501, M508: UTM
1:250,000.

1. SITUATION.

- a. Enemy forces. Annex A, Intelligence; and current PERINTREP.
- b. Friendly forces.
 - (1) Troop list.
 - (2) Annex B, Operation Overlay.
- c. Attachments and detachments. Troop List, Apr ____.

2. MISSION.

TALOG provides administrative support as directed to 10th Army, TARTC, TAADC, and US Army, US Air Force, US Navy, and other allied installations in TALOG area; coordinates security plans with adjacent areas (10th Army); coordinates with other Army, Air Force, and Navy installations for ground security; provides technical advice, and administrative support to Theater Army CAComd.

3. EXECUTION.

- a. Concept of operation. The operation will be conducted to:
 - (1) Support 10th Army offensive commencing 12 May.
 - (2) Assume responsibility for additional territory by 20 May.
 - (3) Annex B, Operation Overlay.
- b. ADLOG.
 - (1) Provide direct support to 10th Army, other Army troops, and US Air Force and US Navy forces in 10th Army and ADLOG zone.
 - (2) Prepare to assume responsibility for additional territory by approximately 20 May.
 - (3) Establish general type field depots for all classes of supply.
- c. BALOG.
 - (1) Provide direct support to ADLOG, and other Army troops, and US Air Force, and US Navy forces in BALOG zone.
 - (2) Prepare to assume responsibility for additional territory by approximately 20 May.
- d. Coordinating instructions.
 - (1) Each installation and unit commander including USAF and US Navy is responsible for the internal and local security of his respective area or installation, and will, within his capability, effect appropriate security measures against all types of enemy action in rear areas. Annex C, Rear Area Security.
 - (2) Annex D, Area Damage Control.

4. ADMINISTRATION AND LOGISTICS.

ADMINO 36.

(Classification)

(Classification)

5. COMMAND AND SIGNAL.

a. Signal.

(1) Current SOI, SOP, and SSI.

(2) Annex E, Signal.

b. Command. Report changes of CP location. Coordinate with area and subarea controllers.

ACKNOWLEDGE.

TATE
Lt Gen

Annexes: A—Intelligence (omitted)

B—Op Overlay (omitted)

C—Rear Area Security (omitted)

D—Area Damage Control (omitted)

E—Signal (omitted)

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/s/Tobin

TOBIN

GS

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(Classification)

Example 31. Fragmentary Order, Armored Division.

THESE SPACES FOR MESSAGE CENTER ONLY		
TIME FILED	MSG CEN No.	HOW SENT
MESSAGE		0 (PRECEDENCE)
NO. 6		DATE 30 JULY 19
TO CO, CCC		
EN FORCE ESTIMATED TO BE ONE TK REGT DELAYING ADVANCE CCB PD CCC BYPASS CCB ON NORTH CMM ATTACK NOW ON AXIS ORESHKI PAREN SIX SIX THREE ONE FOUR TWO PAREN DASH NOVAYA PAREN SIX NINE ONE ONE SIX TWO PAREN CMM SEIZE OBJ ONE PD TF ONE SLASH ONE THREE ATTACHED CCC IN PLACE PD ONE SLASH FIVE TWO ARTY DS CCC PD TWO ECHO TEN KILOTON ALLOCATED CCC PD		
CG, 23D ARMD DIV OFFICIAL DESIGNATION OF SENDER		1415 TIME SIGNED
S/ MC DONALD SIGNATURE AND GRADE OF WRITER		

NOTE: Joint Message Form DD173, 1 May 55, may be used in lieu of above form when desirable.

Example 31. Fragmentary Order, Armored Division.

(Classification)

Example 32. Warning Order, Infantry Division.

JOINT MESSAGEFORM				SECURITY CLASSIFICATION (Classification)	
SPACE BELOW RESERVED FOR COMMUNICATION CENTER					
PRECEDENCE		TYPE MSG (Check)		ACCOUNTING SYMBOL	ORIG OR REFERS TO
ACTION OPERATIONAL IMMEDIATE		BOOK	MULTI	SINGLE	CLASSIFICATION OF REFERENCE
INFO		X			
FROM: CG, 20th Inf Div TO: CG, 20th Inf Div Bde CG, Div Arty CO, 1st BG, 61st Inf CO, 2d BG, 62d Inf CO, 3d BG, 63d Inf CO, 4th BG, 64th Inf CO, 5th BG, 65th Inf CO, 20th Sig Bn CO, 1st Med Tk Bn, 1st Armor CO, 1st Recon Sq, 21st Cav CO, 20th Engr Bn CO, Div Tn CO, 150th T Bn (Trans Acft) Division moves night 5-6 Aug to assembly area east of the ODER River vicinity of OPPELN (YR1016). Prepares to advance early 7 Aug in zone to seize crossings over the WARTA River to cover the deployment of 1st Corps. Five transportation truck companies attached effective 051900. Road movement plan and operation plan issued at commanders' conference at 051300.					SPECIAL INSTRUCTIONS Distr: G1, G2, G4, G5
					DATE 5
					TIME 0800Z
					MONTH Aug
					YEAR 19
SYMBOL TYPED NAME AND TITLE (Signature, if required) ROBERT YOUNG, Maj, Asst G3 PHONE HAWK 3 SECURITY CLASSIFICATION (Classification)			SIGNATURE /s/ Wallace TYPED (or stamped) NAME AND TITLE L. WALLACE Lt Col G3		

DD FORM 173

MAY 55

REPLACES DD FORM 173, 1 OCT 49, WHICH IS OBSOLETE FOR ARMY USE.

U. S. GOVERNMENT PRINTING OFFICE: 1953-O-347584

NOTE: Field Message Book (M210 A or B), Form DA 11-170, may be used in lieu of above form when desirable.

Example 32. Warning Order, Infantry Division.

Form 13. Concept of Operation, Joint Staff

(Classification)

Issuing Headquarters
Place
DTG of Signature

CONCEPT OF OPERATION

References: Maps, charts, and relevant documents

1. MISSION. Statement of mission of command, with amplifying remarks as desired.
2. LIMITING FACTORS. Factors which may affect accomplishment of mission, such as—
 - a. Weather.
 - b. Limited availability of certain types of shipping, personnel, or equipment.
 - c. Commitments of other friendly forces.
3. SUPPORTING OPERATIONS OF FRIENDLY FORCES
 - a. Other operations that will contribute to success of the operation.
 - b. Time relationship between other operations and the one under consideration.
4. PHASES OF ACCOMPLISHMENT. Provide a phase for each step in the operation at the end of which a reorganization of forces may be required and another action initiated.
 - a. Phase I. Normally covers preliminary advance, preassault, etc., operations. Include—
 - (1) Brief summary of operations to be conducted in this phase.
 - (2) Timing.
 - (3) Objectives. (Include objectives to gain air and naval superiorities.)
 - (4) Method. Outline the proposed method of accomplishing the above objectives. Include information on tasks required, the scheme of maneuver to be followed, and use of fire support means. Cite mounting instructions necessary to position forces if appropriate.
 - (5) Forces. Outline in general terms the major forces which will be used to accomplish above objectives.
 - (6) Additional subparagraphs as necessary to amplify operations.
 - (7) Alternate operations. Provide information on which to prepare alternate plans which will accomplish the same objectives.
 - b. Phases II, III, etc. Provide information as indicated above for each additional phase of the operation.
5. DEVELOPMENT OF THE OBJECTIVE
 - a. Facilities to be developed in objective area during initial phase.
 - b. Subsequent development of facilities in objective area during later phases.

(Classification)

(Classification)

6. COMMAND RELATIONSHIP AND COORDINATION

- a. Method by which command is to be exercised.
- b. Changes in command during progress of operations.
- c. Coordination to be effected with other commands.

(Signed) _____

Commander

ADDENDA: As desired

(Classification)

Example 33. Historical Examples of a Directive

Combined Chiefs of Staff Directive to Supreme Commander, Allied Expeditionary Force

(Classification)

* * * * *

12 February 1944

1. You are hereby designated as Supreme Allied Commander of the forces placed under your orders for operations for liberation of Europe from Germans. Your title will be Supreme Commander Allied Expeditionary Force.

2. Task. You will enter the continent of Europe and, in conjunction with the other United Nations, undertake operations aimed at the heart of Germany and the destruction of her armed forces. The date for entering the Continent is the month of May, 1944. After adequate Channel ports have been secured, exploitation will be directed towards securing an area that will facilitate both ground and air operations against the enemy.

3. Notwithstanding the target data above, you will be prepared at any time to take immediate advantage of favorable circumstances, such as withdrawal by the enemy on your front, to effect a re-entry into the Continent with such forces as you have available at the time; a general plan for this operation when approved will be furnished for your assistance.

4. Command. You are responsible to the Combined Chiefs of Staff and will exercise command generally in accordance with the diagram in Appendix (attached). Direct communication with the United States and British Chiefs of Staff is authorized in the interest of facilitating your operations and for arranging necessary logistic support.

5. Logistics. In the United Kingdom the responsibility for logistics organization, concentration, movement, and supply of forces to meet the requirements of your plan will rest with British Service Ministries so far as British Forces are concerned. So far as United States Forces are concerned, this responsibility will rest with the United States War and Navy Departments. You will be responsible for the coordination of logistical arrangements on the Continent. You will also be responsible for coordinating the requirements of British and United States forces under your command.

6. Coordination of operations of other Forces and Agencies. In preparation for your assault on enemy-occupied Europe, sea and air Forces, agencies of sabotage, subversion, and propaganda, acting under a variety of authorities, are now in action. You may recommend any variation in these activities which may seem to you desirable.

7. Relationship to United Nations Forces in other areas. Responsibility will rest with the Combined Chiefs of Staff for supplying information relating to operations of the Forces of the U.S.S.R. for your guidance in timing your operations. It is understood that the Soviet Forces will launch an offensive at about the same time as OVERLORD with object of preventing the German forces from transferring from the Eastern to the Western front. The Allied Commander-in-Chief, Mediterranean Theater, will conduct operations designed to assist your operation, including the launching of an attack against the south of France at about the same time as OVERLORD.

(Classification)

(Classification)

The scope and timing of his operations will be decided by the Combined Chiefs of Staff. You will establish contact with him and submit to the Combined Chiefs of Staff your views and recommendations regarding operations from the Mediterranean in support of your attack from the United Kingdom. The Combined Chiefs of Staff will place under your command the forces operating in southern France as soon as you are in a position to assume such command. You will submit timely recommendations compatible with this regard.

8. Relationship with Allied Governments—the re-establishment of Civil Governments in Liberated Allied Territories and the administration of enemy territories. Further instructions will be issued to you on these subjects at a later date.

* * * * *

APPENDIX (omitted)

* * * * *

(Classification)

Example 34. Historical Example of a Letter of Instructions

(Classification)

LETTER OF INSTRUCTIONS
TWELFTH ARMY GROUP

4 January 1945

SUBJECT: Letter of Instructions Number Twelve

TO: Commanding General, First Army APO #230, U.S. Army
Commanding General, Third Army APO #403, U.S. Army

1. When junction is effected between elements of the First and Third Armies in the HOUFFALIZE area, the First Army will come under command of Twelfth Army Group. It is proposed that the boundary between the armies will extend east along L'OURTHE River—OURTHE P7478—RJ at P822825—St. VITH P8588—SCHONBERG P9588—HALLSCHLAG L0896 (all inclusive to First Army). (See overlay.)

2. Twelfth Army Group will destroy enemy troops trapped west of HOUFFALIZE and continue the attack to the northeast on ST. VITH.

3. a. First Army, leaving sufficient forces to destroy the enemy trapped in its zone, will continue its attack towards ST. VITH assisted by an attack from the MALMEDY area.

b. Third Army, defending along the line of the SAAR, MOSELLE, and SAUER Rivers, and leaving sufficient forces to destroy the enemy trapped in its zone, will continue the attack toward the northeast and protect the right flank of the First Army.

4. Upon the capture of ST. VITH, it is proposed to continue the attack to the northeast to the RHINE River in the vicinity of BONN; First and Third Armies abreast on the front PRUM—MONSCHAU.

BY COMMAND OF LIEUTENANT GENERAL BRADLEY:

LEVEN C. ALLEN
Major General, GSC
Chief of Staff

Official:

A. FRANKLIN KIBLER
Brigadier General, GSC
AC/S, G-3

1 Incl—Annex 1, Overlay (Omitted)

(Classification)

Section II. ADMINISTRATIVE ORDER

Form 14. Administrative Order

(Classification)

(The content of any paragraph or subparagraph may be covered by reference to an accompanying annex. If any subparagraph is not applicable to a particular situation it is omitted and the sequence of remaining subparagraphs is modified accordingly. Standing Operating Procedure (SOP) items are not stated in the order unless necessary to emphasize the item.)

The phrase "No change from oral orders" or "No change from oral orders except paragraph _" would appear here if oral orders have been issued concerning this operation. In the absence of oral orders, the space is left blank.

Copy No. ____

Issuing Headquarters

Place of issue

¹Date-time group of signature

Message reference number

Administrative Order _____

²(Type and serial number)

References: (Maps, charts, and relevant documents necessary for understanding of this order.)

Time Zone: (That zone applicable for the operation; if not required for clarity, omit.)

1. GENERAL. Outlines the general administrative plan and its purpose; any orders that are not suitably covered by succeeding paragraphs, e.g., location of the administrative area in a divisional order, location of administrative coordinating agencies, general instructions for movement of the administrative installations; and the traffic circulation plan.
2. MATERIEL AND SERVICES. Contains information pertaining to supplies (normal daily requirements), transport, transportation services, maintenance, construction, other services, and allocation of labor for logistical purposes.
 - a. Supply. (This paragraph may contain a subparagraph for each class of supply, maps, water, special, excess material, salvage material, and captured materiel, or, for each branch of service. When branch of service subparagraphs are issued, list in alphabetical order, and further subdivide by class of supply, maps, water, special, excess materiel, salvage materiel, and captured materiel as applicable to the particular subparagraph. Class of supply method is most appropriate for combat organizations below field army level. Branch of supply method is most appropriate for service and combat organizations above corps level.) When applicable, each subparagraph contains the location of the installation(s) concerned with the handling of supplies and materiel for supported units, time of opening or closing, operating units, supported units, levels of supply, methods and

See notes on page 321.

(Classification)

(Classification)

schedules of distribution, instructions for submission of routine reports concerning the particular supplies listed, and any other pertinent instructions or information needed by supported units.

- (1) Class I.
 - (2) Class II & IV. Instructions and/or information for Class II and IV may be included under one subparagraph when entries are limited and clarity is not sacrificed.
 - (3) Class III. Locations of distributing points operated by higher echelons than the issuing unit are included. This is provided since some units may go directly to these distributing points to replenish their supply.
 - (4) Class V. Include the designation and location of the approving agency for ammunition requisitions; the location of ammunition supply points; and the level of supply, or, the available supply rate (ASR), prescribed nuclear load (PNL), and allocation of nuclear weapons if appropriate.
 - (5) Maps. Contains location of map depot and units to be supported only. Map distribution and instructions for requisitioning are found in the intelligence annex. This subparagraph is seldom used at division and corps level.
 - (6) Water. Include instructions on use of locally available water.
 - (7) Special. Include information and/or instructions pertaining to supplies not suited to any of the previous subparagraphs.
 - (8) Excess. All classes.
 - (9) Salvage. All classes.
 - (10) Captured material. Instructions for removal, collection, and disposition of, and reports concerning all classes of captured materiel.
- b. Transportation. Contains terminals and installations (rail stations, airfields, ports and beaches) and operating units; schedules (march tables, time tables, and entraining tables); traffic control and regulation measures such as regulations, restrictions, allocations, priorities, and regulating and control points; and designation of the main supply route (MSR). Items listed in this subparagraph are not necessarily limited to Transportation Corps operations, and may include ocean, inland waterway, coastal, highway, air, rail, pipeline and miscellaneous.
- c. Services. Include information and/or instructions for supported units which prescribes the type service available, designation and location of unit or installation providing the service, assignments to supported units, and schedules for service, if applicable. Special service missions for service units not covered in other orders, i.e., priority of effort of engineers, may be included in this subparagraph.
- (1) Organization. Changes in composition of service groups, trains and depots; location of bivouac areas and movement of unit trains. Include assignment or attachment of service units to subordinate units or commands. (This is provided as informa-

(Classification)

(Classification)

tion. The operation order will be the order actually effecting the assignment or attachment.)

- (2) Technical services. List under each subparagraph pertinent service installations, stating location, operating units, and assignments to supported units. In addition, special missions not covered in other orders may be assigned to service units in these subparagraphs. In some cases, the subject technical service may be divided more simply by types (maintenance, construction, utilities and real estate).

- (a) Chemical. Decontamination, clothing impregnation maintenance, laboratory service.
- (b) Engineer. Construction, fire fighting, maintenance, procurement, real estate, reproduction, utilities.
- (c) Medical. Medical, dental, and veterinary service, laboratory service; spectacle service; special hospitalization, preventive medicine, health and sanitation.
- (d) Ordnance. Bomb disposal, inspection, maintenance, procurement, waterproofing, and nuclear weapons maintenance and storage.
- (e) Quartermaster. Bathing, fumigation of personnel and individual clothing and equipment, troop labor, laundry, maintenance, personal effects service, petroleum laboratory, bakery, clothing exchange procurement, sales, and responsibility for salvage.
- (f) Signal. Signal communication service, construction photography, maintenance.
- (g) Transportation. Procurement and maintenance to include Army aviation.

- d. Labor. Include policies pertaining to the use of civilians and prisoners of war; restrictions on the use of civilians and prisoners of war; allocation and priorities of available labor; and designation and location of labor units available.

3. MEDICAL EVACUATION AND HOSPITALIZATION. This paragraph contains information and instructions for supported units which prescribes the plan for evacuation and hospitalization of sick, wounded, or injured military personnel.

- a. Evacuation. List dispensaries, aid stations, and clearing stations, stating opposite each, its location, time of opening or closing, operating units, and units supported. This paragraph should state routes, means and schedules of evacuation and responsibilities thereof. Evacuation and treatment policies should be included when applicable. Specific policy for evacuation by air, and evacuation of radiation contamination or chemical or biological warfare patients is included in this paragraph.
- b. Hospitalization. List hospitals (evacuation, station, general, field and convalescent), giving for each the location, time of opening or closing, and units supported, if appropriate. If a definitive policy for hospitalization of casualties due to radiation con-

(Classification)

(Classification)

tamination or chemical or biological warfare has been established, this policy should be included in this paragraph.

4. PERSONNEL. This paragraph contains all necessary information and instructions pertaining to personnel matters. Under each of the following subparagraphs are listed, when applicable, the installation, location and time of opening or closing, operating units, the units or area served, rest leave and rotation criteria, and quotas allocated to units, unit responsibility for movement or administration of personnel, reports required, requisitions or plans concerning personnel activities, and necessary references to previous orders, instructions, or SOP.

a. Maintenance of Unit Strength

- (1) Strength reports. Include instructions for submission of data required to keep the commander informed of status of strength. These instructions will include requirements for routine reports and special reports following a mass destruction attack or natural disaster.
- (2) Replacements. Include a statement establishing the validity of existing personnel requisitions; instructions for submission of requisitions; instructions for processing and moving replacements; the location of replacement units and the units each will support; and type and location of unit replacements under control of the issuing headquarters.

b. Personnel Management

- (1) Personnel procedures. Include any information and/or instructions concerning classification, assignment, promotion, transfer, reclassification, demotion, elimination, retirement, separation, training, rotation, and personnel economies.
- (2) Civilian personnel. List sources of civilian labor; procurement policies and procedures; restrictions on utilization of civilian labor either by type of individual, type of labor or areas to be employed in while working; administrative and control procedures; relation to civil affairs; and instructions for civilians concerning relations with troops.
- (3) Prisoners of war. Instructions concerning the collection, safeguarding, processing, evacuation, utilization, treatment, and discipline of prisoners of war and all personnel arrested or captured but not immediately identifiable as a prisoner of war. Location of prisoner of war facilities.

c. Development and Maintenance of Morale.

- (1) Morale and personnel services. Include information and/or instructions concerning leaves, rest and recreational facilities, decorations and awards, postal and finance services, religious activities, personal hygiene, special service activities, Army exchange, welfare activities, and legal assistance.
- (2) Graves registration. Location of cemeteries; evacuation procedures; handling of personal effects; ceremonies to be performed. Instructions outlining procedures to be followed in

(Classification)

(Classification)

- case of isolated burials, mass burials and/or contaminated remains must be included in this paragraph or in the unit SOP.
- d. Maintenance of discipline, law, and order. Include information and instructions concerning troop conduct and appearance; the control and disposition of stragglers, including the location of straggler collecting points and special instructions for straggler control augmentation in the event of mass destruction attacks; instructions for the administration of military justice; and any information or instructions concerning relations between military and civilian personnel, such as fraternization, black market, selling government property and respect for local laws.
 - e. Headquarters management. Include instructions concerning movement, internal arrangement, organization, and operation of the headquarters; allocation of shelter in headquarters area for troops and for the headquarters.
 - f. Miscellaneous. Include any personnel matters not specifically assigned to another general staff section or included in the preceding subparagraphs.
5. CIVIL AFFAIRS. This paragraph covers the allocation of civil affairs units, control of refugees, feeding and treatment of the civil populations, etc.
- a. Deployment of CA units. State locations of all CA units in area. Procedure for requesting support of or calling forward CA units.
 - b. Governmental.
 - (1) Governmental affairs. Clearly establish relationship between military and civil authorities. Special instructions for tactical units regarding seizure and safeguarding of government offices, records, or personnel, and issuance of proclamations, laws, ordinances and notices.
 - (2) Legal. Jurisdiction of legal framework. Authorization for closing local, criminal, and civil courts. Authorization and procedure for establishment of military courts when appropriate.
 - (3) Public order and safety. Measures for control of, or assistance to, local government in restoration of public order and safety, collection and disposition of arms, ammunition, explosives, etc. Measures for civil defense and integration with military warning systems. Control of liquor and narcotics.
 - c. Economics.
 - (1) Economics. Instructions for protecting and preventing exploitation of natural resources and other economic necessities.
 - (2) Commerce and industry. Designation of "Off Limits" areas. Specific responsibilities for safeguarding essential commerce or industry.
 - (3) Food and agriculture. Requirements for safeguarding agricultural stocks and food supplies by guards and/or "Off Limits" signs. Restrictions of troop use and/or treatment during operations.

(Classification)

(Classification)

- (4) Price control and rationing. Measures to prevent black marketing. Control of requisitioning and purchasing of civilian supplies by the military.
 - (5) Property control. Requirements for safeguarding and/or placing property "Off Limits." Procedures for obtaining use of property for military purposes.
 - (6) Public finance. Requirements for securing banks and fund depositories. Currency restrictive measures.
 - (7) Civilian supply. Procedures for obtaining supplies such as food, clothing, shelter and medical aid for disaster relief and prevention of disease and unrest. Measures for distribution of military supplies for civilian use in an emergency.
 - (8) Labor. Procedures for procurement of labor. Restrictions on employment of civilians.
- d. Sociological.
- (1) Public health. Measures for control of, or assistance to, local government in—control, prevention, and treatment of disease, use of civilian medical facilities by the military, furnishing emergency medical supplies, treatment and evacuation of civilian casualties, rehabilitation of water supply, public utilities and sanitation.
 - (2) Public welfare. Coordination of activities essential to the public welfare. Announcement of minimum requirements for food, clothing and shelter.
 - (3) Public education. Preservation of educational facilities. Establishment of educational system. Control measures.
 - (4) Public works and utilities. Assistance authorized for reestablishment. Use by military.
 - (5) Public transportation. Measures available for reestablishment and supervision. Authorization for utilization to meet military requirements.
 - (6) Public communications. Assistance authorized for reestablishment. Restrictions on, and censorship of, public communications. Authorization for utilization of civilian communications for military use. Protective measures to prevent destruction or cannibalization.
 - (7) Civil information. Control of civil information media. Use of civil information media for military purposes.
 - (8) Refugees and displaced persons. Measures for control, care, and disposition of refugees and displaced persons. Location of refugee and displaced person facilities. Instructions and procedures for submitting requests for evacuation.
 - (9) Arts, monuments and archives. Security and protection of arts and monuments, and archives by use of guards and "Off Limits" signs. Instructions for treatment of objects of art, local fetishes, etc., by military forces.
- f. Miscellaneous. In this paragraph are included special instructions of a CA nature not covered in above paragraphs.

(Classification)

(Classification)

6. MISCELLANEOUS. Special instructions not covered above.
- a. Boundaries. Location of rear boundary and any other boundary needed for administrative purposes.
 - b. Headquarters. Location of rear echelon.
 - c. Protection. Measures established for the protection of administrative units and/or installations. Usually this will consist of an announcement of the tactical unit providing the protection, administrative units or installations receiving the protection and any conditioning factors to the protection. This announcement is information for administrative support units, not an order to the tactical units involved. Pertinent instructions from the rear area security plan and/or reference to an annex will be included in this subparagraph.
 - d. Area damage control. Normally this subparagraph will consist of a reference to the area damage control annex, however, pertinent portions may be repeated for emphasis.
 - e. Special reports called for. Include those reports required but not included in previous paragraphs, or reports requiring special emphasis.
 - f. Other administrative matters. Information and/or instructions not included in any previous paragraph.

Acknowledgement instructions.

³ Commander

Annexes

Distribution

Authentication⁴

Notes:

- ¹ This is the time the commander actually signs the order, and is the effective time of the order unless stated otherwise in f. above.
- ² Type of administrative order is usually indicated in combined or joint operations. Within a single service, the type of administrative order is omitted normally. When required, a code title may also be included.
- ³ The name and grade of the commander appear on all copies of the order. The original copy (No. 1) must be signed by the commander or a specifically authorized representative. If the chief of staff signs the original, the term "FOR THE COMMANDER" is added. The signed copy is the historical copy which remains in the files of the headquarters.
- ⁴ In the event the commander or authorized representative signs a master copy, the use of which permits automatic reproduction of the document with his signature thereon, no further authentication is required. If this signature is not reproduced, authentication by the preparing general staff officer is required on all subsequent copies.

(Classification)

Example 35. Administrative Order, Infantry Division

(Classification)

(No Change from Oral Orders)

Copy No. 2.
 20th Inf Div
 STUPPACH (NV5477), GERMANY
 101700 Oct 19__
 XA 01

ADMINO 2

Reference: Map, GERMANY, 1:100,000, WURZBURG-ERLANGEN

1. GENERAL

This admin order provides for the admin support for the 20th Inf Div in op vic GEISSLINGEN (NV8095). DLCC, AUERHOFEN (NV800863), coord administrative support op. Div administrative installations remain in present location until seizure of div obj; thereafter displace on order.

2. MATERIEL AND SERVICES

a. Supply.

(1) C1 I.

- (a) Div distributing point BIEBEREHREN (NV7386).
- (b) Schedule for distribution (not applicable when unit distribution is made).

1/61 Inf	2330	1/21 Cav	0230
2/62 Inf	2400	20th Engr Bn	0300
3/63 Inf	0030	20th Sig Bn	2230
4/64 Inf	0100	20th Med Bn	2200
5/65 Inf	0130	20th Trans Bn	2315
Div Arty	0200	Other units	2215
1/1 Armor	0230		

- (2) C1 II and IV. Priority C1 II to 1/61 Inf on 12-13 Oct.

(3) C1 III.

- (a) Army Sup Pt 676, KONIGSHOFEN (NV5188).
- (b) Div distributing point BIEBEREHREN (NV7386).

(4) C1 V.

- (a) ASP 936, KONIGSHOFEN (NV5188).
- (b) SASP 952, SCHWAIGERN (MU8841).
- (c) Division ammunition office, ITERSHEIM (NV5982). Opens 120600 Oct __.

- (d) Available sup rate 11-12 Oct __:

81-mm mortar—80
 4.2-in mortar—150
 105-mm How—125

All others no restrictions

- (e) Prescribed nuclear load:

8-in How/BRAVO 1 KT	4
8-in How/CHARLIE 2 KT	3
HJ/DELTA 5 KT	2
HJ/ECHO 10 KT	4

(Classification)

(Classification)

- (5) Water.
 - (a) Supply point 1 (NV930956).
 - (b) Supply point 2 (NV880976).
 - (c) Supply point 3 (NV843002).
 - (d) Supply point 4 (NV892931).
 - (e) Supply point 5 (NV785895).
- (6) Salvage.
 - (a) Collecting point BIEBEREHREN.
 - (b) Report items beyond evacuation capability of unit daily to QM by 2400 as of 1800.
- (7) Captured materiel.
 - (a) Ammunition. Established security and report location, type yield and quantity of nuclear weapons to div ord officer immediately. Evacuation by Ordnance Bn.
 - (b) All other. Unit evacuation to salvage collecting point BIEBEREHREN when practicable.
 - (c) Report items beyond evacuation capability of unit to G4 daily by 2400 as of 1800.
- b. Transportation.
 - (1) MSR. IGRSHEIM (NV5982) ROTTINGEN (NV7084)—BALDERSHEIM (NV7589)—GULCHSCHEIM (NV7993)—GEISSINGEN (NV8095); two-way traffic.
 - (2) TCPs.
 - (a) Road junction (NV905879).
 - (b) Road junction (NV809973).
 - (c) OCHSENFURT (NV7602).
 - (d) EUERHAUSEN (NV6886).
 - (e) IGRSHEIM (NV5982).
- c. Services.
 - (1) Engr.
 - (a) 20th Engr Bn, OBER (NV825951).
 - (b) Priority of route maintenance.
 - 1. Maintenance of MSR.
 - 2. Bridges on supply route 3/63 Inf.
 - (2) Med. 20th Med Bn, AUB (NV7789).
 - (3) Ord.
 - (a) 20th Ord Bn, EQUARHOFEN (NV8183).
 - (b) Priority of maintenance:
 - 1. 1/1 Arm
 - 2. 1/21 Cav
 - 3. 4/64 Inf
 - 4. 5/65 Inf
 - (4) QM.
 - (a) 20th QM Co, BIEBEREHREN.
 - (b) Bath (NV7684). Schedule to be announced later.
 - (5) Signal. 20th Sig Bn, GEISSLINGEN (NV8095).
 - (6) Trans. 20th Trans Bn, SIMMERSHOFEN (NV8287).

(Classification)

(Classification)

3. MEDICAL EVACUATION AND HOSPITALIZATION

a. Evacuation.

- (1) Clearing station, AUB opens 120400 Oct__.
- (2) Helicopter evac fwd units avail on call DLCC.
- (3) Use of air evac for personnel with radiation sickness prohibited.

b. Hospitalization.

16th Field Hospital AUB, opens 120600 Oct__.

4. PERSONNEL

a. Maintenance of unit strengths.

- (1) Strength reports. Personnel daily summary as of 1800 submitted by 2400.
- (2) Replacements.
 - (a) Individual. All outstanding personnel requisitions are cancelled. Daily requisitions for combat units; weekly for all others.
 - (b) Unit. Requisitions for plat or co sized units are not required.

b. Personnel Management.

- (1) Personnel procedures. All rotatees will be processed through the repl sec at div rear.
- (2) Civilian personnel. No civilian personnel will be employed forward of the div tns until further orders.
- (3) Prisoners of war.
 - (a) Div POW collecting point, HOFFERSTADT (NV7796).
 - (b) Band prepared to furnish not to exceed 12 men to PM for control of POWs.
 - (c) Guards delivering POW to POW collecting point remain under control of PM until released.
 - (d) Special effort during the next 5 days to screen refugees and displaced persons from POWs.

c. Development and maintenance of morale.

- (1) Morale and personnel services.
 - (a) Div rest camp, ROTTINGEN (NV7085).
Quotas: 25 each battle group, 8 to 1/1 Armor, 8 to 1/21 Cav, 9 to Div Arty.
 - (b) Div APO closes DORZBACH (NV5170) at 110600 Oct __; opens at Div Rear TAUBERRETTERSHEIM (NV6883) 110600 Oct __.
 - (c) Army exchange items distributed with Cl I.
- (2) Graves registration.
 - (a) Army cemetery, OSTERBURKEN (NV3175).
 - (b) Collecting point (NV710878).

d. Maintenance of discipline, law, and order.

- (1) Straggler line. Highway from OFFENHEIM (NV8989) to OCHSENFURT (NV7602).
- (2) Straggler control posts.
 - (a) OFFENHEIM (NV8989).
 - (b) GOLLHOFFEN (NV8692).

(Classification)

(Classification)

(c) Road junction (NV8187).

(d) OHER (NV8295).

(3) Straggler collecting point, RJ at OHER (NV8295).

5. CIVIL AFFAIRS

a. Civilian collecting point, FREDENBACH (NV7980).

b. 3d Plat, 5512th CA Co, ROTTINGEN (NV7085).

c. Civilians in area to be controlled to prevent loss or damage of supplies and equipment.

6. MISCELLANEOUS

a. Div Main CP, GEISSLINGEN. Opens 110001 Oct ____.

b. Div Rear CP, TAUBERRETTERSHEIM.

c. Div Trains CP, AUERHOFFEN (NV8036).

d. A1/21 Cav protects MSR.

WALLACE

Maj Gen

Distribution: A

OFFICIAL:

/s/ Kay

KAY

G4

(Examples 36 and 37—foldins at back of book.)

(Classification)

Example 38. Administrative Order, Airborne Division

(Classification)

Copy No. 3
102d Abn Div
AGEDABYA (30°45'N, 20°10'E), LIBYA
010800A Sep 19__
MP 844

ADMINO 3

References: Maps, Strategic Planning Map, 1:500,000, EURASIA;
GREECE, 1:250,000, KHANIA-IRAKLION;
CRETE, M702, 1:50,000, sheets 1-29.

Time zone: A

1. GENERAL

This admin order provides for admin support to the 102d Abn Div op on the island of CRETE. Div tac SOP applies. Annex A, Admin Overlay.

2. MATERIEL AND SERVICE

a. Supply.

(1) C1 I.

- (a) Unit distr to battle groups effective D+1.
- (b) Supply point distr to div (-) eff D+1. Schedule of issue per div SOP.
- (c) Battle group medical platoons carry 1 day's supplemental hospital rations in assault echelon.

(2) C1 II and IV.

- (a) Replacement of critical items on "as required" basis on request to DLOC.
- (b) Units carry 2 days' supply of dry batteries in assault echelon. Batteries supplied daily with rations effective D+1.

(3) C1 III.

- (a) Emergency stock for aircraft with Naval TF 41.
- (b) Units carry adequate fuel in accompanying supply for 2 days' operations.
- (c) Unit distr to battle groups eff D+1.
- (d) Supply point distr to div (-) eff D+1.
- (e) Spt gp maintain 2 days' supply eff D+1 as div reserve.

(4) C1 V.

- (a) Basic load carried in assault echelon.
- (b) Followup supply to units on daily basis eff D+1.
- (c) Aval sup rates, D-day through D+2. No restrictions.
- (d) Prescribed nuclear load.

1. TF COBBALLS..... 0

2. Div (-)

HJ/BRAVO 1 KT..... 2

HJ/CHARLIE 2 KT..... 1

(5) Repair parts. SOP.

(6) Water. Div WSP open D+1; locations to be announced.

(Classification)

(Classification)

(7) Special.

(a) Initial distr. In the following table the symbol 3/1 indicates that a total of 3 days' accompanying supply is carried by the unit, and that 1 of the 3 days of supply is retained under unit control and is available for immediate shifting.

Unit	C1 I	C1 II & IV	C1 III	C1 V	Repair Parts	Remarks
CT 1/301	3/1	3/1	3/1	3/1		
CT 3/303						
CT 4/304						
TF DUNNETT	3/1	3/1	3/2	3/2	3/2	Res stock taken over by div on commitment.
102d Div Arty	3/1	3/1	3/1	3/1	3/3	
Comd and Con Bn	3/1	3/1	3/1	3/1	—	
102d Engr Bn	3/1	3/1	3/1	3/1	—	
102 Sig Bn	3/1	3/1	3/1	3/—	—	
Div con	1 (D+1)	—	2 (D+2)		Lt Maint Plat	Res stocks delivered w/div res and re- covered by div res & elements of spt gp.
TF COBBALLS	3/1	3/1	3/1	3/1	3/1	

(b) Followup supply.

1. Automatic. One day supply delivered daily beginning D+1 as follows:

CT 1/301	LZ E
CT 3/303	LZ F
CT 4/304	LZ D
TF DUNNETT	LZ C
102d Div Arty	LZ C
Comd and Con Bn	LZ B
102d Sig Bn	LZ F
TF COBBALLS	1/2 ea to LZ X and LZ Y

2. On call. Requests to DLOC or TF COBBALLS.

b. Transportation.

(1) Requests for helicopter spt for emergency lifting of supplies to HQ, TF COBBALLS.

(2) Trans Off at DLOC eff D+1.

c. Service.

(1) Attachment and composition of units. See Annex A (Task Org) to OPORD 5.

(2) Engr. Priority to air-landing facility construction.

(Classification)

(Classification)

(3) Air-landing facility construction priorities.

- (a) Ahd North:
 - LZ Y—open H+3.
 - LZ X—open H+4.
- (b) Ahd South:
 - LZ A—open H+6.
 - LZ B—open H+6.
 - LZ C—open H+6.
 - LZ D—open H+6.
 - LZ E—open H+6.
 - LZ F—open H+6.

3. MEDICAL EVACUATION AND HOSPITALIZATION

- a. TF COBBALLS operates evac and hosp facilities in Ahd North.
- b. Evac with and from Ahd South coordinated by DLOC.
- c. Units report loc of aid sta to DLOC.
- d. Civilian medical supplies used only on approval div surg.

4. PERSONNEL

- a. Maintenance of unit strengths. Replacements delivered to ahd under div con commencing D+1.
- b. Personnel management.
 - (1) Civilian personnel. No civilians auth to accompany div w/o specific approval this HQ.
 - (2) Prisoners of war. Div coll point opens H+8.
- c. Graves registration.
 - (1) Requests for mass burials to this HQ.
 - (2) Isolated burials only in emergencies.

5. CIVIL AFFAIRS

Annex B, CA.

6. MISCELLANEOUS

- a. TF COBBALLS submit six copies of ADMINO to this HQ.
- b. Direct contact between TF COBBALLS and departure area installations is authorized.
- c. Prior to link-up in the objective area, all routine admin matters handled by TF COBBALLS without reference to this HQ.
- d. Annex C, ADMIN PLAN 4 (estimated to be effective D+2), effective for planning on receipt; for execution, on order this HQ.
- e. Annex D, Marshalling Plan.

Acknowledge.

MUSLROSS
Maj Gen

Annexes: A—Admin Overlay (omitted)
 B—CA (omitted)
 C—ADMIN PLAN 4 (omitted)
 D—Marshalling Plan (omitted)

Distribution: A

OFFICIAL:

/s/ Kratt
 KRATT
 G4

(Classification)

Example 39. Administrative Order, Corps

(Classification)

Copy No. 2
 1st Corps
 STEIN (NV2256), GERMANY
 102100 August 19__
 GL 45

Administrative Order No. 21

Reference: Maps, GERMANY, 1:250,000, FRANKFURT--NURNBERG;

GERMANY, 1:100,000, sheets T-3, U-3, V-3, T-4, U-4, V-4.

1. GENERAL

This administrative order provides for the administrative support of 1st Corps in defense of the line WERTHEIM (NA3712)--BAD MERGENTHEIN (NV5682)--VELLBERG (NV6438). 30th Army provides supply point distribution of all classes of supply. Unit distribution by army is provided to divisions for class I and class II and IV supplies only.

2. MATERIEL AND SERVICES**a. Supply.****(1) Class I.**

(a) Sup Pt 654, OBERSCHEIDENTAL (NV1184), delivers to 20th Inf Div, supports 201st Armd Cav, 211th Armor Gp, 61st Arty Gp, 71st Arty Gp, 406th Arty Gp (AD) (-), 534th Engr Gp (-), and other corps troops and army troops in vicinity.

(b) Sup Pt 655, SULZBACH (NV1666), delivers to 113th (French) Inf Div and 23d Armd Div, supports 62d Arty Gp, 2 Obsn Bn, 101st Arty (-), 151st Corps Avn Co, 161st Corps Arty Avn Co, 51st Engr Bde (-), and other corps and army troops in vicinity.

(c) Sup Pt 656, WEINSBERG (NV2044), delivers to 55th Inf Div, supports 535th Engr Gp (-); 63d Arty Gp, 5th AW Bn (SP), 454th Arty; 10th Msl Bn (HAWK), 439th Arty; 581st Engr Bn: 2d How Bn (105-mm) (SP), 601st Arty and other corps and army troops in vicinity.

(2) Classes II and IV.

(a) Chemical. Sup Pt 330, MORTELSTEIN (NV0567), opens 102300 August.

(b) Engineer.

1. Dep 501, HELMSTADT (MV9863).

2. Sup Pt 531, TIEFENBACH (NV1460), specified items only.

3. Sup Pt 543, BILLIGHEIM (NV1866), bridge materials.

4. Sup Pt 533, BUCHEN (NV2385), bridge materials.

5. Annex A, Engineer.

(c) Medical.

1. Dep 801, RIRSCHHORN (MV9277).

2. Sup Pt 831, NECKARGERACH (NV0572).

3. Annex B, Medical.

(Classification)

(Classification)

- (d) Ordnance.
 - 1. 913th Ord Bn (Maint and Sup), MOCKMUHL (NV2563).
 - 2. Arty and vehicle park, WIESLOCH (MV7860).
 - 3. All vehicles and artillery pieces are regulated items.
- (e) Quartermaster Dep 608, SCHWAIGERN (NV0443).
- (f) Signal.
 - 1. 707th Sig Bn (Corps), ASSUMSTADT (NV2360).
 - 2. Dep 700, WALBSTADT (MV9760).
 - 3. Sup Pt 732, KOCHENDORF (NV1653) specified items only.
 - 4. All signal items regulated except parts and electronic tubes.
 - 5. Annex C, Signal.
- (3) Class III.
 - (a) Sup Pt 631, SULZBACH (NV1666), for all units supported by Class I Sup Pt 655.
 - (b) Sup Pt 632, OBERSCHEIDENTAL (NV1184), for all units supported by Class I Sup Pt 654.
 - (c) Sup Pt 633, WEINSBERG (NV2044), for all units supported by Class I Sup Pt 656.
 - (d) Regulated rates to be exceeded only on corps order (ADMINO 20).
- (4) Class V.
 - (a) ASP 935 and SASP951, SULZBACH, for all units supported by Class I Sup Pt 655.
 - (b) ASP 936 and SASP952, WEINSBERG (NV2044) for all units supported by Class I Sup Pt 656.
 - (c) ASP 937 and SASP953, OBERSCHEIDENTAL (NV1184), for all units supported by Class I Sup Pt 654.
 - (d) Available supply rates 10-20 August:
 - Cal .50—1,000
 - 81-mm mort (all types)—5
 - 4.2-in mort (all types)—9
 - 105-mm HE—25
 - 8-in how HE—20
 - LACROSSE HE—3
 - Other types—no restrictions
 - (e) Prescribed nuclear load: No change from ADMINO 20.
- (5) Maps.
 - 502d Engr Topo Co (Corps), BURG (NV2554).
- (6) Water.
 - (a) WSP 1, stream at NV1587.
 - (b) WSP 2, stream at NV2174.
 - (c) WSP 3, stream at NV2060.
 - (d) WSP 4, stream at NV2444.
- (7) Excess supplies.
 - (a) Attached and assigned corps troops report to corps G4 weekly by 1300 Sunday as of 2400 Saturday.
 - (b) All attached units report to army G4 weekly by 1800 Sunday as of 2400 Saturday.

(Classification)

(Classification)

(8) Salvage. Army collecting pt, DAUDENZELL (NV0066).

b. Transportation.

(1) 1st Corps main supply routes:

(a) EBERBACH (MV9979)—SCHLOSSAU (MV1188)—BUCHEN (MV1385)

(b) AGLASTERNHAUSEN (MV9967)—MOSBACH (MV1067)—NEUDENAU (MV2060)

(c) WIDDERN (MV3063)—SCHWAIGERN (MV0443)—NECKARGARTACH (MV1446)

(d) WEINSBERG (MV2144)—OHRINGEN (MV3650)

(2) Traffic control. Annex D, Traffic Circulation and Control Plan.

(3) Traffic regulating headquarters, MOSBACH (NV1066).

(4) Special instructions.

(a) Annex D, Traffic Circulation and Control Plan.

(b) Convoys of 10 or more vehicles prohibited on 1st Corps MSR without permission from traffic regulating headquarters.

(c) Movement to and from supply points during hours of darkness only.

(5) Requests for delivery of supplies by aircraft will be forwarded to G4, 1st Corps.

c. Services.

(1) Chemical. 356th Cml Svc Bn, BARGEN (NV0161).

(2) Engineer.

(a) 514th Engr Fld Maint Co., NECKARBURKEN (NV1169).

(b) Annex A, Engineer.

(3) Medical.

(a) 811 Med Bn AUERBACH (NV1672).

(b) Annex B, Medical.

(4) Ordnance.

(a) All nondivisional unit vehicles and weapons to 922d Ord Bn (Maint and Sup), MOSBACH (NV1066). Divisional vehicles and weapons to 922d Ord Bn (Maint and Sup) NECKARELZ (NV0765).

(5) Quartermaster.

(a) 663d QM Bn, GUNDELSHEIM (NV1159).

(b) Laundry and bath schedule:

* * * * *

(c) Annex F, Quartermaster.

(6) Signal.

(a) 767th Combat Area Sig Battalion, Army, NECKARGERACH (NV0572).

(b) Annex C, Signal.

(7) Transportation. 4102 TAAM and Sup Co. RITTERBACH (NV1674).

3. MEDICAL EVACUATION AND HOSPITALIZATION

Annex B, Medical.

4. PERSONNEL

a. Maintenance of unit strengths.

(1) Emergency requisitions when unit falls below 70 per cent of authorized strength.

(2) 293d Repl Bn, BARGEN (NV0261) supports 1st Corps.

(Classification)

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b. Personnel management.

- (1) Civilian personnel. Civilians hired only after clearance by Corps G2.
- (2) Prisoners of war.
 - (a) Corps POW cage, STEIN (NV2256).
 - (b) Corps troops evacuate to nearest division collecting point or corps enclosure.

c. Development and maintenance of morale.

- (1) Morale and personnel services.
 - (a) Army exchange, DURLACH (MV6128).
 - (b) 1230th Sp Svc Co, PRUCHSAL (MV7041).
 - (c) Rest camp, HEIDELBERG (MV7871).
 - (d) Leave quotas: No change from ADMINO 20.
- (2) Graves registration.
 - (a) Army cemetery. HEIDELBERG.
 - (b) Civilian dead to local civilian authorities for disposition.

5. CIVIL AFFAIRS

Annex G, Civil Affairs

6. MISCELLANEOUS

- a. Rear boundaries. Annex D, Traffic Circulation and Control Plan.
- b. 1st Corps rear command post, MOSBACH (NV1066).

Acknowledge.

MOBILE

Lt Gen

Annexes: A—Engineer (omitted)

B—Medical (omitted)

C—Signal (omitted)

D—Traffic Circulation and Control Plan (omitted)

E—Ordnance (omitted)

F—Quartermaster (omitted)

G—Civil Affairs (omitted)

Distribution: A

OFFICIAL:

/s/ Ample

AMPLE

G4

(Classification)

Example 40. Administrative Order, Army

(Classification)

Copy No. 6
 10th Army
 HOMBURG (LV7963) GERMANY
 110800 May 19__
 HL 310

ADMINO 7

References: Map, FRANCE and GERMANY, AMS Series M562, M501, M508, UTM
 1:250,000.

1. GENERAL

Army provides sup pt distribution, cl III and V; and unit distribution
 cl I, II and IV. Admin Instal; Annex A, Admin Overlay. Annex B,
 Transportation Overlay.

2. MATERIEL AND SERVICES

a. Supply.

(1) Chemical.

(a) C1 II and IV.

1. Chemical Agency (10th Army Repair Parts Supply Control)
 KLEINOTTWEILER (LV7868); 301st Cml Gp.

2. Depot 308, FURFELD (MA2014); spt 1st Corps, local trp,
 and Sup Pt 307. 10 day level.

* * * * *

4. Sup Pt 307, OTTWEILER (LV6774); spt local trp. 3 day
 level, specified items only.

(b) C1 V.

1. Depot 308, FURFELD (MA2014); spt ASP 941, ASP 942, ASP
 943, and local trp. 10 day level.

* * * * *

3. Sup Pt 307, OTTWEILER (LV6774); 3d Plat, 1307th Cml Co
 (Depot); spt local trp. 5 days at ASR.

(2) Engineer.

(a) C1 II and IV (less repair parts).

1. Depot 503, (MA0528) vic MUNCHWALD: spt all trp in Subarea
 2, spt Sup Pt 502. 3 day level.

* * * * *

4. Sup Pt 501, (MV6858) vic REILINGEN; 5032d Engr Co; spt 2d
 Corps. 3-day level.

(b) C1 II & IV (repair parts).

1. Engineer Agency (10th Army Repair Parts Supply Control),
 5604th Mach Rec Stk Acct Det.

2. Depot 503, (MA0528) vic MUNCHWALD; bulk issue to Engr
 Co (Fld Maint). 3 days specified items only.

3. Depot 504, (MV2368) vic ELMSTEIN; bulk issue to Engr Co
 (Fld Maint). 3 days specified items only.

(c) Maps.

Dep 500, (LV7154) vic BLIESKASTEL; Engr Co (Map Repro and
 Distr) 500th Engr Bn (Topo); spt all trp.

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(Classification)

(d) Water.

1. Units obtain water from WSP; local water contaminated.

2. Water Supply Points:

(a) WSP 1, (LV8261) vic KIRRBURG; 5037th Engr Co.
(WS) (-).

* * * * *

(d) Other WSP located in each Engr Cmbt Co area and each
Engr Const Bn area.

(e) Annex C, Engineer.

(3) Medical.

(a) Medical Agency (10th Army Repair Parts Supply Control),
(LV7964) vic HOMBURG; 5896th Mach Rec Stk Acct Det.

(b) Depot 800, BAD KREUZNACH (MA1822); 1st Plat 830th Med Dep;
spt Sup Pt 803, and local issue. Optical repair and
replacement; maintenance of medical service equipment;
blood bank bleeding facilities.

(c) Sup Pt 803, (MA6606) vic LANGWADEN; 3d Plat 830th Med
Dep; spt 1st corps and local issue. 3 days specified items
only.

* * * * *

(4) Ordnance.

(a) C1 II and IV (Arty and Veh).

1. Depot 971 (Park), (MA2132) vic BINGEN; Spt 1st Corps
and 908th Ord Bn.

2. Depot 972 (Park), (MV2992) vic KIRCHHEIM BOLANDEN;
spt 2d Corps and 909th Ord Bn.

(b) C1 II & IV (less Arty and Veh).

1. Ordnance Agency (Tenth Army Repair Parts Supply Control)
(MV2281) vic KAISERSLAUTERN; 914th Ord Gp. 5 days
level.

2. Depot 973, (MA1426), vic GUTTENBERG; spt 1st Corps
and Depot 971 (Park). 5 days level.

3. Depot 974, (MV2178) vic KAISERSLAUTERN; Spt 2d Corps,
Depot 972 (Park), 912th Ord Bn, and 9151st Ord Co
(Fld Sup). 5 days level.

4. 9154th Ord Co (Fld Sup), (MV2697) vic KIRCHHEIM BOLANDEN;
spt 908th, 909th and 910th Bn. 8 days level.

* * * * *

8. 9123d Ord Co (Fld Sup), (MV7156) vic ST LEON; spt
10th and 11th Armd Div, and 907th Ord Bn. 3 days level.

(c) C1 V.

1. Aval sup rate same as required rate.

2. Depot 901, (LA9819) vic SORBENHEIM; spt ASP 941, 942,
943, and local trp, 5 days level at ASR.

3. Depot 902, (MV0275) vic LANDSTUHL; spt ASP 944, 945,
946, and local trp. 5 days level at ASR.

4. ASP 941, (MA6945) vic FRANKFURT; 9163d Ord Co (Ammo); spt 1st
and 2d Inf Div, and local trp. 3 days level at ASR.

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9. ASP 946, (MV9643) vic SCHWAIGERN; 9174th Ord Co (Ammo) spt 19th Armd Div and local trp; 3 days level at ASR.

(d) Nuclear weapons, and missiles.

1. Annex D, Prescribed Nuclear Load.
2. Depot 901, (LA9819) vic SORBENHEIM; spt SASP 947, 948, and 949.
3. Depot 902, (MV0275) vic LANDSTUHL; spt SASP 950, 951, and 952.
4. SASP 947, (MA6248) vic FRANKFURT; 1st Plat 9171st Ord Co (SW and Msl DS); spt 1st and 2d Inf Div. and local trp.

* * * * *

9. SASP 952, (MV8841) vic SCHWAIGERN; 3d Plat 9171st Ord Co (SW and Msl DS); spt 10th Armd Div and local trp.

10. Annex E, Allocation for storage.

(5) Quartermaster.

(a) C1 I.

1. Depot 601 (MA0115) vic MEDDERSHEIM; spt Sup Pt 602, 603, and 606. 5 days level.
2. Depot 602, (MV3469) vic LAMBRECHT; spt Sup Pt 604, 605, and 607. 5 days level.
3. Sup Pt 602 (MA7028) vic WIETERSTADT; 603d QM Bn; spt 1st Corps; 3 days level.

* * * * *

8. Sup Pt 607, (LV7965) vic HOMBURG; 604th QM Bn; spt local trp 2 day level.

(b) Class II & IV. Includes Chaplain and Special Services.

1. Quartermaster Agency (10th Army Repair Parts Supply Control) (LV7965) vic HOMBURG; 3003d Mach Rec Stk Acct Det.
2. Depot 604 (MA0487) vic SOBERNHEIM; spt all trp. 5 days level.
3. Depot 605 (MV0673) vic SAMBACH; spt all trp. 5 days level.

(c) C1 III.

1. Sup Pt 610, (MV8672) vic NECKARGEMUND; 605th QM Bn; spt 2d Corps. 2 days level.

* * * * *

5. Sup Pt 611, (LV8516) vic ZWEIBRUCKEN; 604th QM Bn; spt local trp. 2 days level.

6. Sup Pt 608, (MA7256) vic FRANKFURT; 603d QM Bn; spt 1st Corps. 2 days level.

* * * * *

9. Sup Pt 609, (LV8991) vic BEDESACH; 606th QM Bn; spt local trp. 2 days level.

(6) Signal.

Class II & IV.

1. Signal Agency (10th Army Repair Parts Supply Control) (LV7964) vic HOMBURG; Hq Det 749th Sig Bn (Sup & Maint).
2. Depot 700, KIRN (LA8916); spt Sup and Maint Pt 701, 702, and local trp. 3 days level.

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3. Depot 705, BAD DURKHEIM (MV3979); spt Sup and Maint Pt 701, 702, and local trp. 3 day level.
4. Sup and Maint Pt 701, HEPPEHEIM (MV7499); Co A, 749th Sig Bn (Sup & Maint); spt 1st Corps and local trp. 3 day level.
5. Sup and Maint Pt 702, MINGOLSHEIM (MV7552); Co B, 749th Sig Bn (Sup and Maint); spt 2d Corps and local trp. 3 day level.

(7) Transportation

C1 II & IV, Aircraft Supply

1. Transportation Agency (10th Army Repair Parts Supply Control), (LV7964) vic HOMBURG; 3450th Mach Rec Stk Acct Det.
2. Depot 403, BOSENHEIM (MA2122); spt Sup Pt 401 and 402, and 420th TAAM and Sup Bn (Transport Spt); 3 day level repair parts; 5 day level selected end items; coll pt for unserviceable and abandoned acft and acft supply.
3. Depot 404, QUEICHHEIM (MV3749); spt Sup Pt. 403, 404, and 405, 421st TAAM and Sup Bn (GS) and 419th TAAM and Sup Bn (Transport Spt); coll pt for unserviceable and abandoned acft and acft supply. 3 day level repair parts, 5 day level selected end items.
4. Sup Pt 401, HEPPEHEIM (MV7499) 420th TAAM and Sup Bn (Transport Spt); spt 4182d TAAM and Sup Co (DS) and organic acft of other 1st Corps units. 3 day level repair parts.

* * * * *

8. Sup Pt 405, QUEICHHEIM (MV3749), 419th TAAM and Sup Bn (Transport Spt); spt 181st and 182d Trans Bn (Transport Acft). 2 day level repair parts.
9. 4183d TAAM and Sup Co (DS), DIEBURG (MA8827); spt organic avn of units of the cmbt div of 1st Corps. 3 day level repair parts.
10. 4184th TAAM and Sup Co (DS), WAIBSTADT (MV9460); spt organic avn of units of the cmbt div of 2d Corps.

(8) Adjutant General. 27th AG Administration Center, vic SAUMUR (YT2040); BALOG.

- (a) 245th AG Records Depot.
- (b) 246th AG Personnel Records Center.
- (c) 247th AG Publications Dep (TYPE Y).
- (d) 248th AG Printing Plant (TYPE Z).

b. Transportation.

- (1) Annex B, Transportation Overlay.
- (2) Highway.

- (a) 405th Trans Gp (Trk), (MV1278) vic KAISERSLAUTERN; provide Hwy trans svc to command.
- (b) 400th Trans Bn (Trk), (MA1922) vic BAD KREUZNACH; spt TMO Region 1.
- (c) 401st Trans Bn (Trk), KINDSBACH (LV9974); spt TMO Region 2.

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- (d) 402d Trans Bn (Trk), EDENKOBEN (MV3659).
 - 1. General spt to command.
 - 2. Continue motorizing 5th Inf Div.
 - (e) 413th Trans Bn (Trk), (MV5683) vic LUDWIGSHAFEN.
 - 1. General spt to command.
 - 2. Spt 825th Med Gp, PFUNGSTADT (MA7117) and 826th Med Gp, BRUCHSAL (MV7041).
 - (3) Highway regulation.
 - (a) 416th Trans Gp (Hwy Reg), (MV1278) vic KAISERSLAUTERN; provide hwy regulation to command.
 - (b) 405th Trans Bn (Hwy Reg), (LV8067), vic ZWEIBRUCKEN; provide hwy regulation in TMO Region 1.
 - (c) 406th Trans Bn (Hwy Reg), (MV5862) vic SPEYER; provide hwy regulation in TMO Region 2.
 - (4) Movements.
 - (a) 417th Trans Gp (Mov), (LV7962) vic HOMBURG; provide trans mov svc to command.
 - (b) 407th Trans Bn (Mov) BAALBORN (MV1684); Region 2.
 - (c) 408th Trans Bn (Mov) NIEDERHAUSEN (MA1217) TMO Region 1.
 - (5) Rail. Annex B, Rail Net.
 - (6) Pipeline.
 - (a) Operated by TALOG.
 - (b) Annex B, Pipelines and Tank Farms.
 - (7) Air.
 - (a) USAF passenger and cargo airfields:
 - 1. Annex B.
 - 2. Airfield Directory, Volume VI.
 - (b) Army aviation.
 - 1. 108th Avn Gp (MV5962) vic SPEYER; provide air trans svc to command.
 - 2. 150th Trans Bn (Trans Acft), (MV5962) vic SPEYER; aerial missions 2d Corps.
- * * * * *
- 5. 160th Trans Bn (Trans Acft), BOSENHEIM (MA2122); aerial missions 1st Corps.
- c. Service.
- (1) Organization. No change in composition of service groups.
 - (2) Technical Services.
 - (a) Chemical.
 - 1. 301st Cml Gp. KLEINOTTWEILER (LV7669); spt 10th Army.
 - 2. 330th Cml Bn (Svc), STECKWEILER (MA1403); spt 1st and 2d Corps.
 - (a) Maintenance by 3304th Cml Co (Maint), STECKWEILER (MA1403).
 - (b) Technical intelligence by 5301st Cml Det, (Tech Intel), STECKWEILER (MA1403).
 - (c) Impregnation. SOP.
 - (d) Mobile laboratory. SOP.
 - (e) Radiological monitoring. SOP.

(Classification)

(Classification)

(b) Engineer.

1. Maintenance.

- (a) 5301st Engr Co (Fld Maint), 5503d Engr Det (Fld Maint), (LV9997) vic WOLDSTEIN: spt Army Trp; back-up spt for 5302d Engr Co (Fld Maint), 1st Corps, and 5303d Engr Co (Fld Maint), 2d Corps.
- (b) 5508th Engr Det (Fld Maint) (Corporal) (LV9474) vic LANDSTUHL; spt Ordnance SW and Msl DS Co.
- (c) 5509th Engr Det (Fld Maint) (ADA), (MV3360) vic EDENKOBEN; 5510th Engr Det (Fld Maint) (ADA), (MA1511) vic HOCHSTATEN, 5511th Engr Det (Fld Maint) (ADA), (MV1070) vic THIPPSTADT: spt 48th Arty Bde (AD).

2. Fire protection.

- (a) Engr Sec 10th Army HOMBURG (LV7963); inspection of hq.
- (b) 5504th Engr Det (Ffgt), HOMBURG (LV7963); spt local trp.
- (c) 5505th Engr Det (Ffgt), (MV1186) vic OTTERBERG: spt local trp.

3. Real estate. Engr Sec 10th Army HOMBURG (LV7963); acquisition and disposal.4. Construction. Annex C, Engineer.5. Camouflage. 501st Engr Cam Bn, (MV3568) vic LAMBRECHT; assistance in planning sup and supervision.6. Annex C, Engineer.

(c) Medical.

1. Laboratory service. Mobile lab svc by 83d Med Lab (ADLOG) avail at:

- (a) 1st Mobile Lab (MA5441) vic HOCHHEIM: atch 860th Evac Hosp for log spt; furn back-up spt med units 1st Corps area.

* * * * *

- (c) 3d Mobile Lab; (MV0522) vic MUNCHWEILER: atch 849th Evac Hosp for spt; furn back-up spt Army and local trp.

2. Dental. Dental teams furn log spt by unit to which atch. Dental Service furn on an area basis by:

- (a) 5870th Med Det (Dent Svc), HOCHST (MA6750).

* * * * *

- (i) 5878th Med Det (Dent Svc), NIEDERHAUSEN (LV8961).
- (j) 5879th Med Det (Dent Prosthetic), NIEDERHAUSEN (LV8961).

3. Veterinary.

- (a) 5874th Med Det (Vet Food Insp) (-), (LV7162) vic KIRKEL; spt Army and local trp; atch to 825th Med Gp (Svc) for log spt.

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- (h) 5887th Med Det (Vet Food Insp), (MV1584) vic
BAALBORN: Spt Gen Dept No. 800.
4. Spectacle service.
- (a) 5881st Med Det (Optical) (-), (MA6606) vic LANG-
WADEN; spt 1st Corps and local trp.
- (b) 5882d Med Det (Optical) (-), (MV6858) vic REILIGEN:
Spt 2d Corps and local trp.
5. 8223d Prev Med Co KAISERSLAUTERN (MV1077); Prov
health and sanitary control for army troops.
- (d) Ordnance.
1. Maintenance.
- (a) 901st Ord Bn (M+S), (MA7232) vic DARMSTADT; DS local
trp.
- * * * * *
- (k) 911th Ord Bn (M+S), (MV2281) vic KAISERSLAUTERN; spt
Arty and Veh Parks, 971 and 972.
- (l) 912th Ord Bn (M+S), (MV3887) vic GRUNSTADT; spt Army
main coll pt.
2. Evacuation.
- (a) 9092d Ord Co (Recov and Class), (MA6432) vic GR
GERAU; spt 1st Corps North of MSR.
- * * * * *
- (d) 9103d Ord Co (Recov and Class), (MV3887) vic
GRUNSTADT; spt Army svc Area.
3. Explosive ord disposal.
- (a) 5910th, 5911th, and 5912th Ord Det (MV0476) vic
KAISERSLAUTERN: Spt Army svc area.
- (b) 5913th and 5914th Ord Det, (MA6217) vic BIEBESHEIM;
spt 1st Corps.
- (c) 5915th and 5916th Ord Det, (MV6763) vic HOCKENHEIM;
spt 2d Corps.
4. Nuclear weapons, rockets, and missiles.
- (a) 9617th Ord Co, (SW+M-GS) (MV0567) vic KAISERSLAUTERN;
spt Army dept and SASPS.
- (b) 9687th Ord Co, (GM-GS) (MA3335) vic OBER INGELHEIM;
spt 1st Corps and Subarea 1.
- (c) 9697th Ord Co, (GM-GS) (MV4477) vic BAD DURKHEIM;
spt 2d Corps and Subarea 2.
- (e) Quartermaster.
1. Laundry.
- (a) 6333d QM Co (Ldry), (MA6731) vic WORFELDEN; spt local
trp and salv and maint opn.
- * * * * *
- (f) 6373d QM Co (Ldry), (MV9460) vic WAIBSTADT; spt local
trp and salv and maint opn.
2. Bakery.
- (a) 6014th QM Co (Bkry) (-2d & 3d Plat), (MA7028) vic
WEITERSTADT; spt local trp.
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(f) 6035th QM Co (Bkry), (LV 7965) vic HOMBURG: spt local trp.

3. Bath.

(a) 6334th QM Co (Bath) (-2d Plat), (MA6731) vic WOLFELDEN; spt local trp.

* * * * *

(f) 2d Plat, 6374th QM Co (Bath), (MV9460) vic WAIBSTADT; spt local trp.

4. Reclamation, maintenance and repair.

(a) 6012th QM Co (Fld Maint DS), (MA7028) vic WEITERSTADT; spt 1st Corps and local trp.

* * * * *

(d) 6036th QM Co (Fld Maint DS), (MV3805) vic CARLSBURG; spt local trp.

5. Salvage.

(a) 6013th QM Co (Salv) (-2d Plat), (MA7028) vic WEITERSTADT; spt local trp.

* * * * *

(f) 2d Plat, 6013th QM Co (Salv), (LV7965) vic HOMBURG; spt local trp.

6. Refrigeration.

(a) 6263d QM Co (Refrg) (-3d Plat), (MV3650) vic LANDAU; spt 2d Corps and local trp.

(b) 3d Plat, 6263d QM Co (Refrg), (MV4938) vic MAINZ; spt 1st Corps and local trp.

(f) Signal.1. Army Area Signal Centers furnish telephone, teletype-writer, cryptographic, message center, messenger services, and limited signal equip repair at:

(a) MAINZ (MA4738); Co C, 773d Sig Bn (Cmbt Area).

* * * * *

(n) SAARBRUCKEN (LV5256); Co C, 774th Sig Bn (Cmbt Area).

2. Army Logistics Communications Center, HOMBURG (LV7963); 5701st Sig Det (ADPS) and 3d Plat, 7104th Sig Co; prov comm cen opn.3. Maintenance.

(a) FIRN (LA8916); Co B, 749th Sig Bn (S+M), prov gen fld maint spt for all army, corps, and div trp, and other trp atch for log spt.

(b) BAD DURKHEIM (MV3979); Co A, 749th Sig Bn (S+M), prov gen fld maint spt for all army, corps, and div trp and other trp atch for log spt.

(c) Sup and Maint Pt 601, HEPPENHEIM (MV7499), Co C, 749th Sig Bn (S+M), prov direct fld maint spt for 1st Corps.

(d) Sup and Maint Pt 602 MINGOLSHEIM (MV7552), Co D, 749th Sig Bn (S+M), prov direct fld maint spt for 2d Corps.

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4. Pictorial services. ZWEIBRUCKEN (LV8056); 751st Sig Bn.

(g) Transportation (Acft Maint).

1. Depot maint; 470th Trans Bn (Army Acft Repl Spt), (BALOG) (XR9448) vic PONS, France.

2. Field Maint.

(a) 4182d Trans TAAM and Sup Co (DS) DIEBURG (MA8827); 3d ech spt to organic avn of cmbt div of 1st Corps.

* * * * *

(c) 420th TAAM and Sup Bn (Transport Spt), HEPPENHEIM (MV7499); 3d and 4th ech spt 4182d TAAM and Sup Co (DS) and acft organic to 1st Corps units except div acft.

* * * * *

(f) 419th TAAM and Sup Bn (Transport Spt), QUEICHHEIM (MV3749); 3d and 4th ech spt 180th Trans Bn (Transport Acft).

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(n) 4213th TAAM Co (Airplane, GS), LANDSTUHL (LV9674) spt all trans units prov fxd wg acft fld maint spt to 10th Army units.

(o) 4212th TAAM Co (Hel, GS), LANDSTUHL (LV9674); spt all trans units prov hel fld maint spt to 10th Army units.

d. Labor. Maximum use will be made of local labor in spt of military in accordance with theater policies. Refugees will be utilized to the maximum practicable extent.

3. MEDICAL EVACUATION AND HOSPITALIZATION

a. Evacuation.

(1) 805th Med Gp (Svc), (MA7119) Vic PFUNGSTADT: prov med apt to 1st Corps and local trp, prov amb and hel evac for 1st Corps, evac med installations 1st Corps area, prov neuropsychiatric treatment as reqr, prov holding facilities.

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(3) 807th Med Gp (Svc), (LV7162) vic KIRKEL, prov med spt to army and local trp, prov amb evac for army and local trp, evac med installations loc in army svc area, prov neuropsychiatric treatment as reqr, prov holding facilities.

(4) Amb trains, rail, operate from:

(a) BAD KREUZNACH (MA1822); 5 trains.

* * * * *

(d) BUDDENHEIM (MA4242); 3 trains.

(5) Aeromedical Evacuation. USAF Troop Carrier Air Terminals located at:

(a) (MA4146) vic MAINZ (FINTHEN): Capacity 500.

* * * * *

(d) (MV6161) vic SPEYER: Capacity 500.

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(6) Dispensary Units spt local trp.

(a) 5803d Med Det (Disp), PIRMASENS (LV9851).

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(i) 5804th Med Det (Disp), HOMBURG (LV7963).

(7) 819th Med Co (Clr) (-2d & 3d Plat), (MV5658) vic SPEYER.

(a) Operates provisional holding unit.

(b) Provides area med svc.

(c) Provides in-flight (Hel) med care of casualties evac by units, 181st Avn Bn, (MV5942) vic SPEYER and 182d Avn Bn, (MV3849) vic QUEICHHEIM.

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(9) 3d Plat, 819th Med Co (Clr), (MA2221) vic BOSENHEIM.

* * * * *

(10) Hq & Hq Det; 822d Med Bn; WORMS (MV5497); maintains fwd control hq; prov evac supv for the command.

(11) Evacuation routes.

(a) MSR—Annex B, Transportation Overlay.

(b) Alternate evac routes via:

1. Highway bridges at WORMS (MV5599) and GERMERSHEIM (MV5552).

2. Ferry crossings (1st Corps) (MA5324) vic GEINSHEIM; (MA6211) vic GERNSHEIM; (MV5599) vic WORMS; and (MV5889) vic SANDHOFFEN.

3. Ferry crossings (2d Corps) (MV4932) vic MAXIMILANSAU; (MV5552) vic GERMENSHEIM; (MV5341) vic LEIMENSHEIM; and (MV6373) vic WALDSEE.

(12) 807th Med Co (Coll), (MA7121) vic DARMSTADT;

(a) Spt 413th Trans Bn (Trk), (MV5683) vic LUDWIGSHAFEN; at on-load and off-load sites.

(b) Prov in-transit med attendants.

(c) Spt RHINE River crossings on MSR and altn evac routes, 1st Corps.

(13) 816th Med Co (Coll), (MV6544) vic KARLSDORF;

* * * * *

b. Hospitalization.

(1) Field Hospitals.

(a) 8022d Fld Hosp, (MA7551) vic FRANKFURT: spt 1st Inf Div.

* * * * *

(j) 8253d Fld Hosp, BAUMHOLDER (LV8097); reinforce 1st Corps; spt local trp. (closed).

(2) Evacuation Hospitals.

(a) 806th Evac Hosp, (MA6849) vic HOCHST; spt 1st Inf Div.

* * * * *

(o) 829th Evac Hosp, MUNCHWEILLER (MV0522); reinforce 2d Corps; spt local trp.

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4. PERSONNEL

a. Maintenance of Unit Strengths.

(1) Strength reports, SOP.

(2) Replacements.

(a) 221st Repl Gp, (LV8054) vic ZWEIBRUCKEN; spt 10th Army.

(b) 200th Repl Bn, (LV8054) vic ZWEIBRUCKEN; spt 2d Corps.

* * * * *

(f) 2051st Repl Co, (MV7042) vic BRUCHSAL; spt Corps and Army trp in area.

b. Personnel Management. 10th Army POW Cage (MV3884) vic CARLSBERG.

c. Development and Maintenance of Morale.

(1) Morale and personnel services.

(a) Army Exchange. WIESBADEN (MA4548).

(b) Special Services.

2301st Spec Svcs Co, (LV8054) vic ZWEIBRUCKEN; spt 10th Army.

(c) Finance disbursing units.

1. 5231st Fin Disb Sec, WIESBADEN (MA4548); spt 1st Corps and and local trp.

* * * * *

11. 5241st Fin Disb Sec, SAARBRUCKEN (LV5455), spt 2d Corps and local trp.12. 5299th Theater Army Finance and Accounts Office, POITIERS (BM9763); service all disbursing agents.

(d) Postal regulation.

5210th Postal Regulating Detachment, (MV1079) vic KAISER-SLAUTERN; spt all APO's in army area.

(2) Graves registration.

(a) 642d QM Co (Gr Reg) (-3d & 4th Plat) Army Cemetery STIENBERG (LV6489).

1. 614th QM Co (Gr Reg), BISCHOFSEIM (MV5439).2. 631st QM Co (Gr Reg), HOCKENSEIM (MV6967).3. 3d and 4th Plat, 642d QM Co (Gr Reg), ERLENBACH (MV1841).

(b) Maintenance of Discipline, law, and order.

1. 10th Army Stockade, (MV0072) vic DANN, 5237th Stockade Detachment.2. 209th MP Gp attach one bn (-one co) to 1st Corps; attach remaining co to 2d Corps.3. Units atchd to corps will be utilized at river crossing sites on MAIN and NECKAR rivers and for other critical TCP and patrols. Units and pers atchd from 209th MP Gp will not move forward with divisions or corps except on orders of this hqs. Units and pers revert to control of 209th MP Gp when uncovered by fwd movement of corps rear boundaries.4. Curfew 2000-0600.5. Theater Army Rehabilitation Training Center (BALOG), (BM8564) vic FERRIERS.6. BALOG Stockade, (BM8564) vic FERRIERS; 268th MP Co (Guard).(Classification)

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5. CIVIL AFFAIRS

a. CA units and installations.

- (1) 5217th CA Gp, NEUSTADT (MV3867); provide cmd spt hq 10th Army.
- (2) CA area spt units. Conduct CA area support operations in locations or areas indicated:
 - (a) 5218th CA Co, SAARBRUCKEN (LV5455); SAARBRUCKEN and Land SAARLAND.
 - (b) 5600th CA Plat, SAARBRUCKEN (LV3665).
 - (c) 5601st CA Plat, ZWEIBRUCKEN (LV8166).
 - (d) 5602d CA Plat, PIRMASENS (LV9850).
 - (e) 5603d CA Plat, TRIER (LA3015).

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- (o) 5219th CA Co, MAINZ (MA4540); MAINZ AND HESSEN District, land RINELAND-PHALZ.
- (p) 5630th CA Plat, WORMS (MV6498).
- (q) 5631st CA Plat, FRANKENTHAL (MV5387).
- (r) 5632d CA Plat, BAD KREUZNACH (MA1822).
- (3) Displaced persons and refugee assembly areas.
 - (a) No 120, BAD KREUZNACH (MA1822); 5632d CA Plat; cap 9,000.
 - (f) No 125, WORMS (MV6498); 5630th CA Plat; cap 10,000.
- (4) CA hospitals and dispensaries (operated by local civil agencies).
 - (a) No 140, KARLSRUHE (MV5331); 5620th CA Plat; cap in-patient 40, out-patient 275.

* * * * *

- (j) No 149, PIRMASENS (LV9850) 5602d CA Plat; cap; in-patient 20, out-patient 165.
- (5) CA supply points. Provide for temp storage, and make distr of all classes civ sup.
 - (a) No 160, PIRMASENS (LV9850); 5602d CA Plat; spt 5703d CA Co; spt pop 60,000.
 - (g) No 166, LANDAU (MV3560); 5622d CA Plat; spt 5705th CA Co; spt pop 95,000.

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- (6) CA labor offices. Spt mil installations.
 - (a) No 180, 5220th CA Co; SAARBRUCKEN (LV5455).

* * * * *

- (j) No 189, 5632d CA Plat; BAD KREUZNACH (MA1822).

b. Annex F, Civil Affairs.

6. MISCELLANEOUS

- a. Rear boundary. Annex A, Administrative Overlay.
- b. Protection. Operation Plan 2 (Rear Area Security).
- c. Area Damage Control. Annex G.

Acknowledge.

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Annexes: A—Administrative Overlay (omitted)
B—Transportation Overlay (omitted)
C—Engineer (omitted)
D—Prescribed nuclear load (omitted)
E—Allocation for storage (omitted)
F—Civil Affairs (omitted)
G—Area Damage Control (omitted)

Distribution: * * *

OFFICIAL:

/s/ Andre
ANDRE
G4

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Example 41. Administrative Order, Advance Logistical Command

(Classification)

Copy No. 2
ADLOG
VERDUN (FQ7547), FRANCE
100800 May ____
DA 453

ADMINO 17

References: Maps, FRANCE and GERMANY, AMS Series M562, 501, 508, UTM
1:250,000

1. GENERAL

- a. OPLAN 81, ADLOG.
- b. ADLOG will distribute supplies and material (except repair parts) to 10th Army and use sup pt distribution to ADLOG and other units in ADSEC. Annex A, Admin Overlay.
- c. Annex B, Transportation Overlay.

2. MATERIEL AND SERVICES

a. Supply

- (1) Technical Service Central Stock Control Points.
 - (a) Chemical Central Stock Control Point, HAUDAINVILLE (FQ7645); 310th Cml Gp.
 - (b) Engineer Central Stock Control Point, (FQ7547) vic VERDUN: 5605th Mach Rec Stk Acct Det.
 - (c) Medical Central Stock Control Point, VERDUN (FQ7547); 5897th Mach Rec Stk Acct Det.
 - (d) Ordnance Central Stock Control Point, Cl II & IV, V, and special weapons, rockets, and missiles (FQ7547) vic VERDUN; Ord Sec ADLOG.
 - (e) Quartermaster Central Stock Control Point, (FQ7348) vic VERDUN; 3307th Mach Rec Stk Acct Det.
 - (f) Signal Central Stock Control Point, VERDUN-SUR-MEUSE (FQ7248); 4100th Sig Det (Stk Con).
 - (g) Transportation Central Stock Control Point, VERDUN (FQ7248); 3495th Mach Rec Stk Acct Det.
- (2) General Depot Nr 160 HAGONDANGE (KV9460). Spt General Depot 150 (10th Army). Be prep to spt General Depot 151 (10th Army) on order.
 - (a) Chemical Section operates: Subdepot 160-338, HAMBOURG-BUDANGE (LV0764); 3271st Cml Co (Dep).
 - (b) Engineer Section operates: Subdepot 160-511 (KV8451) vic AMANVILLERS; 5394th Engr Co (Dep).
 - (c) Medical Section operates: Subdepot 160-803 (GQ1459) vic BRIEY; 832d Med Dep; distribute to 10th Army and local issue; optical manufacture, repair and replacement; maintenance of medical service equipment.
 - (d) Ordnance Section operates:
 - 1. Subdepot 160-975 (LV0350) vic NOUILLY: 9711th Ord Co (Sup Dep).

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2. Subdepot 160-903 (LV1157) vic ST BERNARD; 9722d Ord Co (Ammo), 9723d Ord Co (Ammo), and 9724th Ord Co (—) (Special weapons, rockets and missiles).
- (e) Quartermaster Section operates:
1. Subdepot 160-608 (KR9779) vic AY-SUR-MOSELLE, 605th QM Bn.
 2. Subdepot 160-610 (LV0454) vic VIGY, 605th QM Bn.
- (f) Signal Section operates: Subdepot 160-710, THINOVILLE (KV9268); 7105th Sig Co (Base dep).
- (g) Transportation Section operates: Subdepot 160-401, BRIEY (GQ1559); 4175th Trans Co (Dep).
- * * * * *
- (4) General Depot 162 BENESTROFF (LV3250). Spt General Depot 152 (10th Army). Be prepared to spt General Depot 151 (10th Army) on order.
- * * * * *
- (5) Chemical. C1 II & IV and V.
- (a) Subdepot 160-338, HAMBOURG-BUDANGE (LV0764); spt 10th Army, local trp, and Sup Pt 317.
- (b) Sup Pt 317 VERDUN (FQ7547); spt local trp.
- (c) Subdepot 161-339, CHATEAU-SALINS (LV1711); spt 10th Army, local trp, and Sup Pt 327.
- (d) Sup Pt 327, TOUL (GP1396); spt local trp.
- (6) Engineer..
- (a) C1 II & IV (less repair parts).
1. Subdepot 161-510, (LV3108) vic DIEUZE; spt 10th Army and local trp in subarea 2.
 2. Subdepot 160-511, (KV8451) vic AMANVILLERS; spt 10th Army and local trp in subarea 1.
- (b) Repair Parts.
1. Subdepot 161-510, (LV3108) vic DIEUZE: bulk issue to Engr Co (Fld Maint).
 2. Subdepot 160-511, (KV8451) vic AMANVILLERS; bulk issue to Engr Co (Fld Maint).
- (c) Maps.
- Dep 512, (FQ8954) vic FROMEZEY; 3d Plat, 40th Engr Co. (Base Map Dep); bulk issue to 10th Army dep and local issue.
- (d) Water.
1. Units procure locally (SOP).
 2. Water supply points:
 - (a) WSP 1, (KV8419) vic PONT-A-MOUSSON; 5803d Engr Co (WS) (—); spt local trp.
- * * * * *
- (e) WSP 5, (LV3520) vic BENESTROFF; 5582d Engr Det (Water Purification), 5583d Engr Det (Water Transport); spt Gen Dep Nr 161 and local trp.
- (f) Other WSP located in each engr const bn area.
- (7) Medical.
- Paragraph 2a(2)(c) and 2a(3)(c).

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- (8) Ordnance.
- (a) C1 II and IV (Arty and Veh). Subdepot 161-977 (Park), (LV3121) vic RACRANGE: Spt 10th Army, 916th and 917th Ord Bn.
 - (b) C1 II & IV (less Arty and Veh).
 - 1. Subdepot 160-975, (LV0350) vic NOUILLY; spt 10th Army, and 916th Ord Bn.
 - 2. Subdepot 161-976, (LV4524) vic INSMING; spt 10th Army, Subdepot 161-977 (Park), and 917th Ord Bn.
 - (c) C1 V.
 - 1. Aval sup rate same as required rate.
 - 2. Subdepot 160-903, (LV1157) vic ST BERNARD: spt 10th Army and all trp subarea 1.
 - 3. Subdepot 161-904, (LV2924) vic MORHANGE; spt 10th Army and all trp subarea 2.
 - (d) Special Weapons, and Missiles.
 - 1. Annex C, Prescribed Nuclear Load.
 - 2. Subdepot, 160-903, (LV1157) vic ST BERNARD; spt NIKE Bn Subarea 1.
 - 3. Subdepot 161-904, (LV2924) vic MORHANGE; spt NIKE Bn Subarea 2.
 - 4. Annex E, Allocation for storage.
- (9) Quartermaster.
- (a) C1 I.
 - 1. Subdepot 160-608, (KV9779) vic AY-SUR-MOSELLE; spt 10th Army and Sup Pt 601.
 - 2. Subdepot 161-609, (LV4019) vic NEBING; spt 10th Army and Sup Pt 602.
 - 3. Sup Pt 601, (KV8960) vic ROMBAS; 610th QM Bn; spt local trp.
 - 4. Sup Pt 602, (LV4211) vic RORBACH; 610th QM Bn; spt local trp.
 - (b) C1 II & IV. Includes chaplain and special services.
 - 1. Subdepot 160-610, (KV0454) vic VIGY; spt 10th Army and local trp.
 - 2. Subdepot 161-611, (LV4514) vic LOUDREFING: spt 10th Army and local trp.
 - (c) C1 III.
 - 1. Sup Pt 603, (KV8960) vic ROMBAS, 610th QM Bn; spt local trp; supported by Dep 632 (TALOG), (KV9941) vic METZ.
 - * * * *
 - 3. Sup Pt 605, (FP9787) vic VAUCOULEURS; 610th QM Bn; spt local trp; supported by Dep 633 (TAGLOG) (FQ0619) vic CHALONS.
- (10) Signal. C1 II & IV.
- (a) Subdepot 160-710, THIONVILLE (KV9268), spt 10th Army dep and local trip.
 - (b) Subdepot 161-711, MORHANGE (LV2722), spt 10th Army dep and local trp.

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- (11) Transportation. Cl II & IV.
 - (a) Subdepot 160-401, BRIEY (GQ1559); spt 10th Army and 4361 TAAM and Sup Bn (Transport Spt).
 - (b) Subdepot 161-702, CHATEAU-VOUE (LV2515) spt 10th Army and local trp.
- (12) Adjutant General. 27th AG Administration Center, vic SAUMUR (YT2040); BALOG. (Theater Army unit.)
 - (a) 245th AG Records Dep.
 - (b) 246th AG Personnel Records Cen.
 - (c) 247th AG Publications Dep (Type Y).
 - (d) 248th AG Printing Plant (Type Z).
- b. Transportation.
 - (1) Annex B, Transportation Overlay.
 - (2) Highway.
 - 425th Trans Bn (Trk), (KV9747) vic METZ; provide hwy trans svc to comd.
 - (3) Highway regulation.
 - 420th Trans Bn (Hwy Reg), (KV9545) vic METZ: provide hwy regulation to comd.
 - (4) Movements.
 - (a) TALOG Transportation Intersectional Service:
 - 1. 441st Trans Bn (Mov), (KV9456) vic HAGONDANGE; TMO Region 3.
 - 2. 442d Trans Bn (Mov), (LV3619) vic BENESTROFF; TMO Region 4.
 - (b) Transportation Officer ADLOG provides intra-ADSEC movements service.
 - (5) Rail. Rail Net: Annex B, Transportation Overlay.
 - (6) Pipeline.
 - (a) Operated by TALOG. POL Intersectional Service.
 - (b) Pipeline and tank farms: Annex B, Transportation Overlay.
 - (7) Air. USAF passenger and cargo airfields:
 - (a) Annex B, Transportation Overlay.
 - (b) Airfield Directory. Volume VI.
- c. Services.
 - (1) Organization. No change in composition of service groups.
 - (2) Technical Services.
 - (a) Chemical.
 - 1. 336th Cml Bn (Svc), SAMPIGNY (FQ8412) accepts overflow from 10th Army; spt 305th Cml Bn (Svc) STECKWEILER (MA1403) and units in Subarea 1.
 - (a) Decontamination by 3361st Cml Co (Decon), SAMPIGNY (FQ8412).
 - (b) Maintenance by 3362d Cml Co (Maint), CHEMERY-LES-DEUX (LV1464).
 - (c) Technical intelligence by 5336th Cml Det (Tech Intel), SAMPIGNY (FQ8412).
 - (d) Demilitarization and destruction by 3363d Cml Co Svc, SAMPIGNY (FQ8412).

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- (e) Mobile laboratory spt by 3363d Cml Co (Svc), SAMPIGNY (FQ8412).
- (f) Maintenance by 3363d Cml Co (Svc), SAMPIGNY (FQ8412).
- (g) Impregnation. SOP.
- (h) Radiological monitoring by 3364th Cml Co (Cmbt Spt), SAMPIGNY (FQ8412).
- 2. 335th Cml Bn (Svc), LUCY (LV1524); accepts overflow from 10th Army; spt 305th Cml Bn (Svc), STECKWEILER (MA1403) and units in Subarea 22.
 - (a) Decontamination by 3351st Cml Co (Decon), LUCY (LV1524).
- * * * * *
- (h) Radiological monitoring by 3364th Cml Co (Cmbt Spt), SAMPIGNY (FQ8412) upon request to 336th Cml Bn (Svc).
- (b) Engineer.
 - 1. Maintenance.
 - (a) 5701st Engr Co (Fld Maint), (LV0734) vic LEMUD; spt local trp backup spt for 10th Army.
 - (b) 5702d Engr Co (Fld Maint), (MV1186) vic DORLEBERG; spt ADLOG trp 10th Army Area; backup spt for 10th Army.
 - 2. Fire protection.
 - (a) Engr Sec ADLOG, VERDUN (FQ7547); inspection of hq.
 - (b) 5571st Engr Plat (Fftg), (FQ7457) vic VERDUN; spt local trp.
 - (c) 5572d Engr Plat (Fftg), (LV0932) vic REMILLY; spt local trp.
 - 3. Real Estate.
 - (a) Engr Sec ADLOG, VERDUN (FQ7547); acquisition and disposal.
 - (b) 5561st Engr Det (Real Estate), 5562d Engr Det (Real Estate), VERDUN (FQ7547); fld representatives for Engr ADLOG in acquisition and disposal.
 - 4. Construction. Annex E.
 - 5. Annex E, Engr.
- (c) Medical.
 - 1. Laboratory Service.
 - (a) 83d Med Lab (-) (FQ7549) vic VERDUN; priority spt 10th Army; local trp; atch 833d Sta Hosp for logistical spt; supv blood bleeding activities.
 - (b) 5821st Med Det (Blood Bank Bleeding) (FQ7549), vic VERDUN; atch to 833d Sta Hosp for spt; under operational con 83d Med Lab (-).
 - (1) Procurement of blood.
 - (2) Assists in processing of blood.
 - (3) Renders assistance to comd blood programs.

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- (c) 5822d Med Det (Blood Bank Bleeding) (LV2822) vic MORANGE; atch to 834th Fld Hosp for log spt; under operational con 83d Med Lab (-).

* * * * *

2. Preventive medicine.
828th Med Co (Prev Med), (FQ7549), vic VERDUN; prov health and sanitary con for local trp.
3. Dental. Dental teams furn log spt by unit to which atch. Dental service furn on an area basis by:
(a) 5832d Med Det (Dent Svc), BAR-LE-DUC (FQ5905).

* * * * *

- (e) 5836th Med. Det (Dent Prosthetic) DIEUZE (LV3309).
4. Maint and spectacle service.
(a) Subdepot 160-803, BRIEY (GQ1559); spt 10th Army and local trp.
(b) Subdepot 161-805, HAMPORT (LV2312); spt 10th Army.
5. Veterinary and local trp.
Supplemental vet spt; Med Sec, ADLOG, (FQ7549) vic VERDUN.

(d) Ordnance.

1. Explosive ordnance disposal.
(a) 5917th Ord Det (EOD), (LV1157) vic ST BERNARD: spt all trp Subarea 1.
(b) 5918th Ord Det (EOD), (LV2924) vic MORANGE; spt all trp Subarea 2.
2. Maintenance.
(a) 916th Ord Bn, (KV8742) vic ARS-SUR-MOSELLE; spt all trp Subarea 1.
(b) 917th Ord Bn, (LV1610) vic CHATEAU SALINS; spt all trp Subarea 2.
3. Evacuation. Through maintenance channels. Collecting Point: 9203d Ord Co, (LV1610) vic CHATEAU SALINS; spt all trp.

(e) Quartermaster.

1. Laundry.
(a) 6055th QM Co (Ldry) (-3d & 4th Plat), (FQ7348) vic VERDUN: spt local trp.
(b) 3d and 4th Plat, 6055th QM Co (Ldry), (GP1396) vic TOUL; spt local trp.
2. Bakery.
(a) 6051st QM Co (Bkry) (-2d & 3d Plat), (KV8960) vic ROMBAS; spt Sup Pt 601.
(b) 2d & 3d Plat, 6051st QM Co (Bkry), (LV4211) vic RORBACH; spt Sup Pt 602.
3. Bath. Each bath unit spt local trp:
(a) 6056th QM Co (Bath) (-2d Plat), (FQ7348) vic VERDUN.
(b) 2d Plat, 6056th QM Co (Bath), (GP1396) vic TOUL.
4. Reclamation, maintenance, and repair.
(a) 6053d QM Co (Fld Maint DS), (LV0932) vic REMILLY; spt local trp.

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- (b) 6054th QM Co (Fld Maint GS), (KV4818) vic PONT-A-MOUSSON; spt 10th Army and local trp.
- 5. Salvage. Each salvage unit spt local trp:
 - (a) 6057th QM Co (Salv) (-2d Plat), (LV4211) vic RORBACH.
 - (b) 2d Plat, 6057th QM Co (Salv), (KV8960) vic ROMBAS.
- 6. Refrigeration.
 - (a) 6042d QM Co (Refrg) (-3d Plat), (KV9779) vic AY-SUR-MOSELLE; spt Subdepot 160-608.
 - (b) 3d Plat, 6042d QM Co (Refrg) (LV4019) vic NEBING; spt Subdepot 161 609.

(f) Signal.

- 1. TALOG Communications Intersectional Service establishes Area Signal Centers at:
 - (a) METZ (KV9343); 7102d Sig Co (Spt).

- * * * * *
- (i) FINSTINGEN (LV5413); 7104th Sig Co (Spt).
- 2. ADLOG Logistics Communications Center, VERDUN-SUR-MEUSE (FQ7238); 5714th Sig Det (ADPS).
- 3. Maintenance.
 - (a) 5701st Sig Plat (Fld Maint), THIONVILLE (KV9268); fld maint spt of ADLOG trp and instl incl on-site maint.
 - (b) 5712th Sig Det, (Crypto Sup & Maint) and 5713th Sig Det (Crypto Sup & Maint), VERDUN-SUR-MEUSE (FQ7248); spt ADLOG trp and instl with fld maint of classified crypto equip.
 - (c) Pictorial Services: 5702d Sig Plat (Photo), VERDUN-SUR-MEUSE (FQ7248).

(g) Transportation (acft items).

- 1. Depot maint: 470th TAAM & Sup Bn (GS) (XR9448), vic PONS, France.
- 2. Field maint: 4891st Trans Co (Army Acft Maint) VERDUN (FQ7547); 3d and 4th ech spt to army aircraft.

d. Labor.

- (1) Maximum permissible use is made of local sources of labor in spt of mil operations in accordance with Theater policies. Refugees and POW are utilized to the maximum practicable extent as a source of labor.
- (2) Priority of allocation to quartermaster.

3. MEDICAL EVACUATION AND HOSPITALIZATION

a. Evacuation.

- (1) 838th Med Bn, (KV9950) vic SAINTE AGATHE; provide amb evac for hosp and area med ser fac.
- (2) 8291st Med Co (Clr), (-2d & 3d Plat), (KV9744) vic SAINTE RAFFINE:
 - (a) Operate provisional holding unit.
 - (b) Provide area medical service.
 - (c) Furnish in-transit medical attendants to 4375th Trans Co (bus).

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(d) Reinforce and spt intersectional evac.

(e) Establish neuropsychiatric facilities as required.

(3) 2d Plat, 8291st Med Co (Clr) (LV2918) vic CONTHIL:

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(4) 3d Plat, 8291st Med Co (Clr) (GQ0853) vic ABBEVILLE:

* * * * *

(5) 8292d Med Co (Coll) (-3d & 4th Plat), (LV1953) vic RICRANGE.

(a) Spt evac tfc over SAAR river.

(b) Spt medical activities at Franco-German border.

(c) Spt intersectional evac..

(6) 2d Plat, 8292d Med Co (Coll), (LV2127) vic FLASTROFF.

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(7) 3d Plat, 8292d Med Co (Coll), (LV5441) vic IPPLING.

* * * * *

(8) Dispensary Service.

(a) Logistical spt furnished by unit to which attached.

(b) Units spt local trp.

1. 5803d Med Det, (Gen Disp), DIEUZE (LV3209).

* * * * *

6. 5808th Med Det, (Gen Disp), FINSTINGER (LV5312).

7. 5809th Med Det, (Amb), VERDUN (FQ7549).

* * * * *

11. 5813th Med Det, (Amb), NANCY (KU9297).

12. 5814th Med Det (Disp), ST MIHIEL (FQ8619).

* * * * *

26. 5828th Med Det (Disp), JOEUF (KV8059).

b. Hospitalization.

(1) 833d Sta Hosp, (FQ7646) vic VERDUN; prov station type hosp for local trp.

(2) 834th Fld Hosp (Aug), (LV2822) vic MORANGE; spt local trp; reinforce 10th Army.

(3) 835th Fld Hosp (Aug), (LV3942) vic SAINT AVOLD; closed.

(a) Prepare for forward displacement.

(b) Professional complement atch to 834th Fld Hosp, (LV2822) vic MORANGE.

(4) 836th Fld Hosp (Aug), (LV9247) vic METZ; spt local trp; reinforce 10th Army.

(5) 837th Fld Hosp (Aug), (KV9474) vic THIONVILLE; closed.

(a) Prepare for forward displacement.

(b) Professional complement atch to 836th Fld Hosp, (KV9247) vic METZ.

4. PERSONNEL

a. Maintenance of unit strengths.

(1) Strength reports. SOP.

(2) Replacements. 215th Repl Bn. (TARTC) (KU8988), vic PONT ST VINCENT; supports ADLOG.

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b. Personnel Management.

- (1) POW Command (BM8564) vic FERRIERS.
- (2) Hq, POW camp 620, (FQ6402) vic SILMONT.
- (3) POW Branch Camp 620A, (FQ6402) vic SILMONT.
- (4) POW Branch Camp 620B, (Labor), (KV9151) vic BELLEVUE.
- (5) POW Branch Camp 620C, (Labor), (LV3631) vic FREYBOUSE.

c. Development and Maintenance of Morale.

(1) Morale and personnel services.

- (a) Army Exchanges * * *
- (b) Special Services. 2801st Special Services Company (TALOG), (DP1807) vic ORLEANS; spt local trp.
- (c) Postal. 2703d Base Post Office, (FQ7348) vic VERDUN; spt all APU in ADSEC.
- (d) Finance Disbursing Units.
 1. 5261st Fin Disb Sec, ETAIN (FQ9255).
 2. 5262d Fin Disb Sec, NANCY (KU9292).

(2) Graves registration.

- (a) ADLOG Cemetery, (FQ9930) vic HATTONVILLE; 5021st QM Co (Gr Reg) (-).
- (b) Collection Point, (KU8938) vic AUGNY; 3d Plat 5021st QM Co (Recov and Dspo).
- (c) Personal effects. QM Dep 480, SAVENAY (WT8045). 5021st QM Co (Gr Reg) (-).

d. Maintenance of Discipline, Law and Order.

- (1) ADLOG Stockade, (FQ9107) vic VIGNOT.
- (2) Theater Army Rehabilitation Training Center (BAS), (BM8564) vic FERRIERES.
- (3) BALOG Stockade, (BM8564) vic FERRIERES.
- (4) Curfew 2200-0600.

5. CIVIL AFFAIRS

Following Theater Army CACOMD units and installations at locations indicated, prov spt ADLOG.

a. Area support units.

- (1) 5724th CA Co, VERDUN (FQ7547).
- (2) 5700th CA Plat, METZ (KV9545).

* * * * *

- (11) 5709th CA Plat, STE MENEHOULD (FQ3897).

b. Displaced persons and refugee camps.

- (1) Nr 126, NEUFCHATEAU (FP9959); 5702d CA Plat; cap 10,000.

* * * * *

- (6) Nr 131, CHALONS-SUR-MARNE (FQ0024); 5708th CA Plat; cap 10,000.

c. CA hospitals and dispensaries.

- (1) Nr 149, VERDUN (FQ7547); 5724th CA Co; cap in-patient 100, out-patient 225.

* * * * *

- (3) Nr 151, NANCY (KU9727); 5701st CA Plat; cap in-patient 160, out-patient 420.

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d. CA supply points.

- (1) Nr 167, VERDUN (FQ7458); 5724th CA Co.
- (2) Nr 168, NANCY (KU9727); 5701st CA Plat.

e. CA Labor Offices.

- (1) Nr 190, VERDUN (FQ7458); 5724th CA Co.

* * * * * *

- (5) Nr 195, COMMERCEY (FQ9105); 5706th CA Plat.

6. MISCELLANEOUS

- a. Rear Boundary. Annex A Administrative Overlay.
- b. Protection. Operation Plan 81 (Rear Area Security).
- c. Area Damage Control. Annex F.

Acknowledge.

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Annexes: A—Administrative Overlay. (omitted)
 B—Transportation Overlay. (omitted)
 C—Prescribed Nuclear Load (omitted)
 D—Allocation for Stockage (omitted)
 E—Engineer (omitted)
 F—Area Damage Control (omitted)

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Section III. STANDING OPERATING PROCEDURES

Form 15. Standing Operation Procedure

(Classification)

Headquarters
Location
Date

STANDING OPERATING PROCEDURES

I. GENERAL

A. Purpose.

A statement of the general coverage and uses of the SOP, including applicability and any special contingencies of use.

B. Conformity.

Instructions as to the requirements for conformity in the procedures of subordinate and supporting units.

C. Organization.

When applicable, designation of habitual task organizations, and organization of supporting and attached forces.

D. Combat Orders, Reports, and Distribution—General information common to all combat orders and reports which is applicable to all units of the publishing headquarters.

II. COORDINATION OF TACTICAL OPERATIONS

Detailed procedures are covered in appropriate SOP annexes. This paragraph in the body of the SOP contains information of general applicability, together with references to the appropriate annexes.

A. Command and Control.

1. Command Posts.

a. Reporting Procedures. Instructions to subordinate units on information desired concerning new command posts.

b. Headquarters—to include composition, movement, control, alternate command posts and succession of command applicable to the publishing headquarters.

2. Liaison and coordination. This includes liaison responsibilities between headquarters and coordination responsibilities between units.

3. Signal Communications—to include reestablishment of signal facilities in nuclear warfare.

B. Intelligence.

1. Prisoners of War. Provides level and detail of interrogation for proper fulfillment of intelligence mission.

2. Local Civilians. Primarily concerned with line crossers.

3. Captured Documents. Instructions for the handling and processing of captured documents from time of capture to receipt by specified intelligence personnel.

4. Technical Intelligence. Designation of items of enemy material required for examination and instructions for processing and disposition.

5. Communications and Electronic Intelligence. Coordinate requirements with ASA.

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6. Maps and Terrain Models. Instructions covering availability, requisitions and distribution.
7. Weather. To include information required for nuclear weapons employment.
8. Ground Reconnaissance. Acquisition, processing and dissemination of information acquired with ground reconnaissance means.
9. Air Reconnaissance. To include photography, instructions on availability and requisition.
10. Counterreconnaissance and Counterinfiltration.
11. Counterintelligence. Instructions concerning routine and special CI measures.
12. Attached and supporting intelligence specialists and units.
- C. Coordinating Agencies. To include all organizations, organic or special, for coordinating tactical operations, other than fire support coordinating agencies.
- D. Procedures.
 1. Fire Support Coordination.
 - a. Procedures and means of coordination.
 - b. Coordinating measures. To include all safety lines and restrictions, applicable to nuclear and nonnuclear fires.
 - c. Fire Support Plans.
 - d. Ground Fire Support Agencies.
 - e. Air-ground Operations.
 - f. Air Defense.
 - g. Target Analysis.
 2. Coordination and control of fires and maneuver.
 3. Regulation and coordination of use of the air space over the combat zone.
 4. Regulation and coordination of the use of that portion of the electro-magnetic spectrum of primary interest to the tactical commander.
 5. Coordination of tactical operations with administrative procedures.
- E. Techniques.
 - Operation Orders, Reports and Distribution. Operations and intelligence orders and reports pertaining to tactical units.
- F. Special Considerations.
 1. Actions to minimize effects of nuclear attack. To include prediction of fallout and monitoring and survey of radioactive contamination.
 2. Tactical Cover and Deception. Restrictions on use and required special coordination.
 3. Army Aviation. Policies on operation, use and control.
 4. Night Operations. Standardize night operations within units to prevent confusion and increase efficiency.
 5. Chemical and Biological Warfare.
 6. Combat Surveillance. To include employment of means and target acquisition and evaluation.

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7. Mobility. To include movement by motor, rail, water (including river crossing) and air (Army and Air Force).
8. Barrier and Denial Operations. Construction and breaching of obstacles, ferrying and bridging, and nuclear and nonnuclear demolition policies.
9. Electronic Warfare. Radio, radar, electronic guidance and direction finding systems and policies to include jamming and antijamming.
10. Unconventional Warfare.
 - a. General Coverage.
 - b. Guerrilla Warfare.
 - c. Evasion and Escape.
11. Psychological Operations.
12. Special Operations. To include air landed, amphibious, infiltration, and operations under applicable types of abnormal conditions.
13. Rear Area Security. To include antitank, antiairborne, and antiguerrilla actions.

III. COORDINATION OF ADMINISTRATIVE SUPPORT OPERATIONS

Only key operational procedures of general applicability are covered in the body of the SOP. Most of the sub-headings below will refer to an annex for detailed coverage.

- A. Coordinating Agencies. All organic or special organizations to coordinate administrative support.
- B. Procedures. Control and coordination of administrative procedures with tactical operations.
- C. Techniques.

Administrative Orders, Reports and Distribution. Orders and reports pertaining to administrative support units.
- D. Detailed Considerations.
 1. Logistics.
 - a. Coordination of logistics activities within each administrative agency.
 - b. Materiel and Services.
 - (1) Supply. Class I, II and IV, III and IIIA, V, and water (may be included as annexes by Tech Services).
 - (2) Transportation. All Forms.
 - (3) Services (including maintenance). May be in annexes by Tech Services.
 - c. Medical evacuation and hospitalization.
 2. Personnel.
 - a. Maintenance of Unit Strengths.
 - (1) Strength, Records, and Reports. An effective Unit Disaster, Casualty and Personnel Status Reporting procedure should be included.
 - (2) Replacements.
 - b. Personnel Management.
 - (1) Personnel Procedures. Personnel policies and activities used to implement the personnel management program.

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- (2) Civilian Personnel. Policies and procedures for personnel management of U.S. and indigenous civilians.
- (3) Prisoners of War and Civilian Internees. All normal phases of processing, handling, accounting and evacuation other than interrogation will be covered.
- c. Development and Maintenance of Morale.
 - (1) Morale and Personnel Services. This included authorized absences (Pass, R&R, leave), decorations and awards, mail, PX supplies, Finance, Chaplain and Special Services.
 - (2) Graves Registration Service. Policy on recovery and disposition of dead—friendly or enemy.
- d. Maintenance of Discipline, Law and Order. Troop conduct and appearance, handling of stragglers and other disciplinary cases.
- e. Headquarters Management. Applicable only to the CP of the publishing headquarters.
- f. Miscellaneous. Matters not covered in above.
- 3. Civil Affairs (CA).
- 4. Miscellaneous Logistical Matters.
 - a. Location of rear boundaries and designation of service areas.
 - b. Logistical responsibilities for handling of nuclear weapons.
- 5. Area Damage Control. All possible disasters should be considered. Coordination must be made with Rear Area Security Plans.
- 6. Public Information and Community Relations. Policies made to improve military-civilian relations.

Commanding

(SOP)

Annexes: (To be included as appropriate when material is voluminous or is used by relatively few members of the command. At lower units, two or more annexes may be combined.)

- A—Internal Operations and Movement of the Headquarters
- B—Prisoners of War, Captured Documents and Materiel
- C—Air and Ground Reconnaissance
- D—Counterintelligence
- E—Fire Support Coordination
- F—Actions to Minimize Effects of Nuclear Attack
- G—Army Aviation
- H—Chemical and Biological Warfare
- I—Movements
- J—Unconventional Warfare
- K—Psychological Warfare
- L—Rear Area Security
- M—Chemical
- N—Engineer
- O—Medical

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P—Ordnance
Q—Provost Marshal
R—Quartermaster
S—Signal
T—Transportation
U—Civil Affairs
V—Logistical Responsibilities for Handling of Nuclear Weapons
W—Area Damage Control

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Section IV. ANNEXES

Form 16. Intelligence Annex to Operation Order

(Classification)

Copy No. _____
 Unit _____
 Location _____
 Date time Group _____
 Msg reference No. _____

Annex _____ (Intel) to OPORD _____

Reference:

1. SUMMARY OF ENEMY SITUATION

May refer to an ISUM, overlay, or other intelligence document.

2. EEI AND OTHER INTELLIGENCE REQUIREMENTS

a. EEI

List in sequence.

b. Other Intelligence Requirements.

List in sequence.

3. ORDERS AND REQUESTS FOR INFORMATION

May be an appendix. Contains a complete list of all current collection orders and requests to higher, lower, and adjacent units.

4. MISCELLANEOUS

List under separate subparagraphs any items not covered in the previous paragraphs or which require action different from that described in the unit standing operating procedure for handling of prisoners of war, deserters, defectors, repatriates, captured documents, captured materiel, issue of maps and photos, counterintelligence, reports and distribution, and auxiliary agencies. Subparagraphs not required are not listed and the remaining subparagraphs are relettered in sequence.

- a. Instructions for handling prisoners of war, enemy deserters, liberated civilians, evaders, escapers, refugees, displaced persons, and repatriates, to insure their maximum exploitation as sources of information. This subparagraph may include instructions for initial interrogation, search, segregation, special handling of personnel of particular categories (e.g., high ranking officers), special handling of suspect civilians, or special lines of inquiry to be pursued in the interrogation of personnel. Appropriate references are made to the "Counterintelligence" subparagraph.
- b. Instructions for handling and processing captured documents. They may also include instructions on the search for and processing of documents of a particular type, special handling of documents found on prisoners of war, and may specify documents for which special search is to be made.
- c. Specify enemy materiel particularly desired for examination and include any special instructions for processing enemy materiel.
- d. Maps and photos to be supplied for the operation including each classification or scale to be furnished each unit, and instructions concerning special requisitions and distribution.

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- e. Instructions concerning safeguarding of military information; radio and radar silence; communications security monitoring; censorship, compromise of signs, countersigns, paroles, codes or other classified matters; camouflage, dispersion, and light discipline; handling of apprehended friendly deserters, and enemy and friendly civilians; and similar matters. If the information and instructions are voluminous, a counterintelligence appendix to the intelligence annex is used.
- f. Nonroutine instructions on the submission of intelligence reports and distribution of intelligence publications.
- g. Use of a specialized intelligence agency in planning and operational activities to include:
 - (1) Agencies which are controlled by the intelligence officer.
 - (2) Agencies of higher headquarters with elements under the operational control of the intelligence officer.
 - (3) Agencies supervised by other staff sections but whose operations require close coordination with the intelligence officer.(This subparagraph rarely appears in the intelligence annex of a division operation order.)
- h. Items not properly included in the previous subparagraphs. May contain special instructions pertaining to radiological survey and monitoring, etc.

Acknowledge

Commander

Appendixes: Appendixes contain material of interest to a limited number of recipients, or which is detailed or voluminous. When appendixes are used, references thereto are included in appropriate parts of the annex.

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coordinates activities of, military police of the command.

e. Plans and supervises the following military police operations:

(1) Confinement, care, and rehabilitation of military prisoners in stockades, rehabilitation training centers, and hospital prison wards.

(2) Collection, evacuation, processing, internment, care, treatment, discipline, safeguarding, utilization, education, and repatriation of enemy prisoners of war.

(3) Processing, internment, care, treatment, discipline, safeguarding, utilization, education, and repatriation of those civilians who are interned by, and are the responsibility of, the U.S. Army.

(4) Control of circulation and identification of military personnel and, in coordination with G5, similar control of civilian population.

(5) Apprehension of military offenders and of civilians who commit offenses in areas under military jurisdiction.

(6) Control of traffic, including the preparation and posting of temporary signs for route marking and traffic control on temporary and permanent routes.

(7) Prevention and investigation of crime.

(8) Protection of government property, including the prevention of pilferage of equipment and supplies in transit and in storage.

(9) Measures for aid to military or civil authorities in civil disturbances and disasters to include coordination of these measures.

(10) Operation of branch enemy prisoner of war and civilian internee and American prisoner of war and civilian internee information centers in theaters of operations.

3.44. Psychological Warfare Officer

The psychological warfare officer—

a. Advises the commander, staff and units on psychological activities and psychological warfare operations.

b. Exercises operational control over all psychological warfare units and personnel not assigned or attached to subordinate units.

c. Coordinates psychological warfare operations.

d. Prepares and supervises training programs for psychological warfare units under his operational control, and exercises technical

supervision over psychological warfare units throughout the command.

e. Plans and supervises psychological warfare operations, including—

(1) Preparation and dissemination of plans, directives, orders, and requests.

(2) Dissemination of area studies, research reports, and other pertinent information to interested action agencies.

(3) Formulation of research and intelligence requirements and the submission of such requirements to G2.

(4) Further evaluation of intelligence and the preparation of the psychological warfare estimate.

f. Provides advice on the effect of hostile psychological warfare operations, and disseminates this evaluation for use in troop information and public information.

g. Coordinates with representatives of other agencies concerned with informational activities in the area.

h. Advises on requirements of the command for trained psychological warfare units, personnel, equipment, supplies, and research.

i. Prepares and supervises plans for psychological support of unconventional warfare operations.

j. Provides technical advice and assistance in the reorientation of defectors and prisoners of war.

k. Assists in foreign military psychological warfare training, and in coordination of allied psychological warfare operations.

3.45. Quartermaster

The quartermaster officer—

a. Advises on matters pertaining to quartermaster activities.

b. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of, quartermaster supplies and equipment.

c. Plans and recommends requirements for, and employment of, quartermaster troops.

d. Prepares and supervises training programs of quartermaster units under his command or operational control, and exercises technical supervision of the quartermaster aspects of training of the command.

e. Exercises technical supervision over quartermaster activities throughout the command.

the following quar-
termaster operations:

(1) Planning for and operation of installations to include—

(a) Troop labor pools.

(b) Petroleum products laboratories, tank farms, and pipelines.

(c) Can and drum manufacturing, reclamation, cleaning, and filling facilities.

(d) Laundry and dry cleaning, mobile bath units, and facilities for disinfection of clothing and equipment.

(e) Bakery and refrigeration facilities; gardens and farms; sales stores and commissaries.

(f) Baggage warehouses and personal effects depots.

(g) Exchange facilities until Army-Air Force Exchange Service establishes nonappropriated exchange service.

(2) Preparation and packaging of supplies and equipment for air delivery by parachute or free fall.

(3) Purchasing and contracting (in absence of a general procurement board, central purchasing authority, or purchasing officer).

(4) Graves registration activities.

(5) Technical inspection of quartermaster supplies and equipment within the command to include organizational maintenance of such supplies and equipment.

(6) Recovery, evacuation, maintenance, and reclamation of quartermaster materiel beyond the capabilities of using units, including parachutes.

(7) Direction and supervision of the food service program.

(8) Examination and processing of captured quartermaster supplies and equipment.

(9) Salvage service for abandoned materiel and supplies of all types except for specified items of other technical services.

(10) Quartermaster technical intelligence.

(11) The equipment status reporting system within his area of responsibility.

3.46. Signal Officer

The signal officer—

a. Advises on signal matters, including communication security, signal communications, location of headquarters, location of area signal

centers, and the use of signal activities for deception.

b. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of signal equipment and supplies.

c. Plans and recommends requirements for, and employment of, signal troops.

d. Prepares and supervises training programs of signal units under his operational control and exercises technical supervision over signal training of the command.

e. Exercises technical supervision over signal and communication activities throughout the command.

f. Allocates frequencies and controls the use thereof.

g. Takes the following action on electronic warfare—

(1) Advises the commander and staff on matters pertaining to electronic warfare support.

(2) Prepares the electronic warfare plan (including EW annex to operations order), and supervises electronic warfare operations to include communication transmission security, coordination of frequency allocation, control of electromagnetic radiation, and provision of positive procedures for control of jamming.

(3) Coordinates electronic warfare plans and operations with G2, G3, artillery, air defense, army aviation, army security agency, higher, lower, and adjacent headquarters, and supporting services.

h. Plans and supervises the following signal operations:

(1) Installation, operation, and maintenance of the area signal communication system and the installation and maintenance of special purpose communication systems.

(2) Communication systems, including Army aviation electronics and communications, to insure compliance with established communication security regulations.

(3) Still and motion picture photographic services pertaining to operations and training.

(4) Reproduction of aerial photos made for Army use, and operation of film libraries and film equipment exchanges.

(5) Operation of signal supply, maintenance, and repair facilities, except in the airborne division.

Example 42. Intelligence Annex to Division Operation Order

(Classification)

Copy No. 5
 20th Inf Div
 TARNAU (9306), GERMANY
 060600 Aug 19__
 XP 35

Annex A (Intel) to OPORD 24

Reference: Map, GERMANY-POLAND, 1:100,000, CZESTOCHOWA-ZAWIERCIE

1. SUMMARY OF ENEMY SITUATION

- a. Appendix 1, Situation Overlay and ISUM Nr 55.
- b. Aggressor apparently is withdrawing to the WARTA River line to defend in that vicinity.

2. EEI AND OTHER INTELLIGENCE REQUIREMENTS

- a. EEI:
What are the enemy dispositions? Special attention to * * *.
- b. Other Intelligence Requirements:
 (1) Will the enemy continue to withdraw to * * *?
 (2) Will the enemy delay or defend west of * * *? Special attention to * * *.

* * * * *

3. ORDERS AND REQUESTS FOR INFORMATION

- a. Appendix 2, Air Recon Plan.
- b. Orders to attached and subordinate units.
 (1) All Units: Report, as obtained; negative report every 4 hours beginning 061000 August.
 (a) Interception of any enemy patrols equipped for CB warfare activity.
 * * * * *
 (2) 1st BG, 61st Inf.
 (a) Report as obtained; negative report every 2 hours beginning 06100 August. Location and strength of occupied strong points in vicinity of * * *.
 * * * * *
 c. Requests to higher, adjacent and cooperating units.
 (1) 1st Corps is requested to provide information, as obtained, of—
 * * * * *
 (c) Disposition of Aggressor rifle corps located vicinity of * * *.
 (d) Volume and type of traffic across * * *.
 * * * * *
 (2) 72d and 55th Inf Div are requested to provide information, as obtained, of—
 * * * * *
 (c) Location of missile and rocket launcher sites.
 (d) New identifications, particularly of CB units and their location.
 * * * * *

(Classification)

(Classification)

(3) Co A, 305th ASA Bn is requested to provide information, as obtained, of—

(a) Locations of enemy command posts, supply and evacuation installations. Special attention to vicinity of * * *.

(b) Movement of hostile units. Special attention * * *.

* * * * *

4. MISCELLANEOUS

a. Prisoners of war from the 7th Arty Corps will be reported to division G2 without delay.

* * * * *

c. Requests for preplanned air photo missions due at division CP by 1400 daily, effective 6 August 19—.

d. Continuous monitoring starting 060830 and continuing until further notice from this headquarters.

Acknowledge.

SHORT

Maj Gen

Appendixes: 1—Situation Overlay (omitted)

2—Air Reconnaissance Plan (omitted)

Distribution: A

OFFICIAL:

/s/ Davidson

DAVIDSON

G2

(Classification)

Example 43. Intelligence Annex to Army Operation Order

(Classification)

Copy No. 2
 1st Army
 YAMBOL (26°30'E, 42°28'N)
 200800 July 19—
 FY 58

Annex B (Intel) to OPORD 12

Reference: Map, EUROPE (Air, 1:500,000 Sheets * * *

1. SUMMARY OF ENEMY SITUATION

Enemy Forces. See PERINTREP, this headquarters, dated 192200
 July 19—.

2. EEI AND OTHER INTELLIGENCE REQUIREMENTS

a. EEI.

- * * * * *
- (2) Will the enemy reinforce his defenses of the DANUBE? If so, when, where, and in what strength? Special attention to * * *.
- (3) Will the enemy use low yield nuclear weapons in delaying action or will he conserve them for defense of the DANUBE? Special attention to location of * * *.

b. Other Intelligence Requirements.

- (1) Will the enemy attack with forces committed before * * *. Special attention to * * *.
- (2) What is the nature of the enemy defenses along the DANUBE? Particular attention to crossing sites vicinity * * *.
- * * * * *

3. ORDERS AND REQUESTS FOR INFORMATION.

a. Orders to subordinate and attached units.

(1) 1st Corps. Report as obtained.

- (a) Installation of demolitions, obstacles, minefields, and chemical contaminated areas along the * * *.
- * * * * *

(2) 12th Corps. Report as obtained.

- (a) Volume, type, and direction of movement of traffic on high-ways in zone. Particular attention to * * *.
- * * * * *

(3) 102d Abn Div (when committed). Report as obtained.

- (a) Volume, type, and direction of traffic on highways from * * *.
- * * * * *

(4) 503d Military Intelligence Bn.

(5) 250th Air Reconnaissance Support Bn.

(6) 770th Sig Bn (EW).

* * * * *

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(Classification)

(7) 5255th CA Gp.

* * * * *

(8) Det 11, 10th Weather Squadron.

* * * * *

b. Requests to higher, adjacent, and cooperating units.

(1) 4th Army Group. Request information as soon as practicable regarding:

(a) Enemy capabilities for delivery of nuclear weapons into 1st Army area up to 20 August 19__ to include number, yields, and delivery means.

* * * * *

(2) 4th TAF. Request information as soon as practicable regarding:

(a) Any marked change in volume, type, and direction of motor and rail traffic in 1st Army zone north of the DANUBE River to line * * *.

* * * * *

(3) 1st (GR) Army. Request information as obtained, of:

(a) Type, location, and identity of new enemy units of regimental and larger size.

(b) Indications of enemy use of toxic chemicals.

* * * * *

(4) 507th ASA Gp.

* * * * *

(5) PENYEH ADSEC (122d Log Comd).

* * * * *

(6) Det 11, 10th Weather Squadron.

* * * * *

4. MISCELLANEOUS

a. Prisoners of war.

* * * * *

(2) Captured air crew and guided missile personnel will be reported immediately to G2, 1st Army, without prior interrogation beyond that necessary to establish their identity.

* * * * *

(4) Annex H (Pers Plan) to OPORD 12.

b. Captured documents.

* * * * *

(2) All captured enemy documents relating to POWs, internees, or any US nationals that have evaded capture by the enemy or escaped from enemy control will be forwarded by divisions direct to army G2 without delay.

c. Captured material.

(1) Guided missile launching sites and control mechanisms will be reported immediately through intelligence channels.

* * * * *

(4) Annex G (Log) to OPORD 12.

d. Maps and photographs.

(1) Maps.

(Classification)

(Classification)

(a) Initial and replenishment issues of the following according to 1st Allied army SOP. BULGARIA AMS M704, 1:50,000 Sheets * * *.

(b) Time and place of issue—SOP.

(2) Photographs: App 1, Air Reconnaissance.

(3) Terrain models: * * *.

e. Counterintelligence. App 2, Counterintelligence.

f. Reports and distribution.

(1) Effective 21 July, PERINTREPS from corps will reach army by 2000 hours daily.

* * * * *

g. Special Intelligence Agencies.

(1) 503d Military Intelligence Battalion will provide one IPW team (FB) to 12th Corps.

* * * * *

Acknowledge.

MARIES
General

Appendixes: 1—Air Reconnaissance Plan (omitted)

2—Counterintelligence (omitted)

Distribution: A

OFFICIAL:

/s/ Ballamb

BALLAMB

G2

(Classification)

Example 44. Fire Support Plan Annex to Division Operation Order

(Classification)

Copy No. 6
55th Inf Div
TARNOWSKIE (CA4890), POLAND
07 _____ Aug 19__
OT 511

Annex B (Fire Support Plan) to OPORD 2.

Reference: Map, Poland, 1:100,000 Sheets CZESTOCHOWA--ZAWIERCIE and
MIECHOW--KIELCE.

1. SITUATION

a. Enemy forces.

- (1) Annex A (Intelligence) to OPORD 2.
- (2) Enemy is capable of attacking fire support delivery units with air, missile and cannon delivered nuclear weapons. Enemy air capable of 50 to 75 fighter, ground atk and/or bomber sorties per day against critical targets in the Polish theater. Indications are that Aggressor aircraft will be reserved for nuclear sorties.

b. Friendly forces.

- (1) 1st Corps atk early 8 Aug to seize crossings over PILICA River by darkness 8 Aug. 72d Inf Div on north makes main atk; prep to continue to atk east on order.
- (2) 9th TAF spt 30th Army.
- (3) Artillery spt.
 - (a) 70th FA Msl Gp (Hv): GS 30th Army; priority of fires to 1st Corps.
 - (b) 62d Arty Gp: Reinf 55th Inf Div Arty
 - 5th How Bn (155-mm) (SP), 617th Arty
 - 6th How Bn (155-mm) (SP), 618th Arty
 - 7th How Bn (8-in) (SP), 672d Arty
 - 9th How Bn (8-in) (SP), 673d Arty

c. Attachments and detachments.

2d How Bn (105-mm) (SP), 601st Arty on corps order.

2. MISSION

Div atk 080300 Aug; blocks Aggressor escape routes to the east along line SZCZEKOCINY--MIECHOW in zone; links up with elements 72d Inf Div; prepares to assist passage elements 20th Inf Div in zone, then corps vic MIECHOW; prepares to follow and spt 20th Inf Div on order.

3. EXECUTION

a. Concept of operation. OPORD 2.

b. Air spt.

- (1) General. Sixteen fighter-bombers on air alert from H to H+1 hr over corps zone to be assigned missions as cleared by corps TOC. Armament--mixed load.

(Classification)

(Classification)

(2) Allocations.

(a) 20 fighter-bomber sorties allocated to division for period 080300 to 080600 Aug. Priority initially to 2/72 Inf.

(b) FAC allocated as follows:

- One to each battle group.
- One to division artillery.
- One to TF 1/23 Cav.

(c) Miscellaneous. App 1, Air Fire Plan.

c. Artillery Spt.

(1) Field artillery.

(a) Artillery spt the atk with one ECHO/10-KT/HJ weapon at H-20 minutes to be followed by nonnuclear preparation beginning at H-15 minutes and to be lifted on call of assault elements.

(b) 1/47 Arty: DS 1/71 Inf.

(c) 2/47 Arty: DS 2/72 Inf.

(d) 3/47 Arty: DS 3/73 Inf.

(e) 4/47 Arty (SP): GS, reinf 1/47 Arty, prep to DS 4/74 Inf when committed.

(f) 5/47 Arty (SP): GS, prep to DS 5/74 Inf when committed.

(g) 1/48 Arty: GS.

(h) 2/601 Arty (SP). Attached TF 1/23.

(2) Air defense artillery.

2d AW Bn, (SP), 436th Arty: protect in priority nuclear delivery means, div arty.

(3) App 2, Artillery Fire Plan.

d. Nuclear Spt.

(1) General. 1st Corps has allocated 55th Inf Div 2 nuclear weapons, 1 ECHO (10 KT)/HONEST JOHN and 1 FOXTROT (20 KT)/HONEST JOHN. ECHO will be used to spt main atk. FOXTROT weapon will be used against a target of opportunity or to spt commitment of Bde TF.

(2) Allocation for employment.

(a) Zone div main atk. One ECHO (10 KT)/HJ.

(b) Reserve. One FOXTROT (20 KT)/HJ.

e. Coordinating instructions.

(1) Troop safety: negligible risk to troops protected and warned.

(2) No troops forward of NSL 1 prior to 080300 Aug; report ETA NSL 2, 30 min in advance.

(3) BG arty fire plans to div arty FDC by 071800 Aug; requests for prearranged air missions and nuclear fires to div FSCC by 071800 Aug.

4. ADMINISTRATION AND LOGISTICS

ADMINO 2.

5. COMMAND AND SIGNAL

SOI, Index 1-14

Acknowledge.

LONG
Maj Gen

(Classification)

(Classification)

Appendixes: 1--Air Fire Plan (omitted)
2--Arty Fire Plan (omitted)

Distribution: A
62d Arty Gp

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/s/ Tube

TUBE

G3

(Classification)

Example 45. Fire Support Plan Annex to Corps Operation Order

(Classification)

(No change from oral orders)

Copy No. 2

1st Corps

BAD SALZUNGEN (8927), GERMANY

021600 Jun 19__

WB 44

Annex C (Fire Support Plan) to OPORD 11.

Reference: Map, GERMANY, 1:50,000. ESCHWEGE—EISENACH—MUHLHAUSEN—
WALTERHAUSEN

1. SITUATION

a. Enemy forces. Annex A (Intelligence) to OPORD 11.

b. Friendly forces.

(1) 1st Army attacks, seizes BRAUNSCHWEIG and MAGDEBURG, and prepares to continue attack to the north.

(2) 9th TAF supports 1st Army; priority to 1st Corps.

(3) 1st Gun Bn (280-mm), 81st Arty: GS 1st Army; reinforce 1st Corps with nuclear weapons.

c. Attachments and detachments. No change from May troop list.

2. MISSION. Corps attacks 040615 Jun; seizes high ground vicinity GEISLEDEN (8389), KALMERODE (9189), BEBERSTEDT (9885) and KEULA (0688); prepares to continue attack to the north. Fire support available to corps supports the attack.

3. EXECUTION

a. Concept of the operation. OPORD 11.

b. Air Support.

(1) General.

(a) Effective immediately and until H-1 hour, all available air support concentrates on attack of known enemy class III and V supply installations.

(b) Prearranged air strikes will be executed from H-30 minutes to H-hour.

(2) Allocations.

(a) One squadron of fighter-bombers on air alert from H-hour to H+2 hours over corps zone to be assigned immediate missions as cleared by TOC. Thereafter, armed reconnaissance flights report to TOC, five minutes before crossing front lines for priority targets.

(b) One squadron of fighter-bombers on ground alert from 0700-2400 hours D-day.

(c) One squadron of fighter-bombers provide column cover for 4th Armd Div when committed.

(d) Two squadrons of fighter-bombers available to corps for preplanned missions. Priority of effort to 3d Inf Div and 4th Armd Div.

(Classification)

(Classification)

- (e) Allocation of FAC.
 - 1st Inf Div—6
 - 2d Inf Div—5
 - 3d Inf Div—6
 - 4th Armd Div—10
- (3) Requests for preplanned air support daily to TOC by 1530 hours.
- (4) Miscellaneous. App 1, Air Fire Plan.
- c. Artillery support.
 - (1) Field artillery.
 - (a) A 40-minute preparation initiated with a nuclear attack at H-35 min. Nonnuclear phase from H-30 min to H+5 min.
 - (b) Priority of fires to 3d Inf Div. After passage through 3d Inf Div, priority to 4th Armd Div.
 - (c) 1st Corps Arty schedule fires of 2/50 Arty, H-30 min to H-15 min.
 - (d) 1st Inf Div Arty schedule fires of 1/50 Arty, and 2/51 Arty, H-5 min to H+5 min.
 - (e) 2d Inf Div Arty schedule fires 3/51 Arty, H-5 min to H+5 min.
 - (f) 3d Inf Div Arty schedule fires 4th Armd Div Arty for the preparation and fires of 3/50 Arty, and 5/50 Arty, H-5 min to H+5 min.
 - (g) 4th Armd Div Arty. GS, reinf 3d Inf Div Arty; revert to control 4th Armd Div on order.
 - (h) 101st Arty Gp.
 - 1st How Bn (155-mm) (SP), 50th Arty
 - 2d How Bn (155-mm), 51st Arty
 - 2d Gun Bn (155-mm) (SP), 60th Arty
 - 1st How Bn (8-in) (SP), 70th Arty
 - GS, reinf 1st Inf Div Arty.
 - (i) 102d FA Gp.
 - 3d How Bn (155-mm), 51st Arty
 - 1st Gun Bn (155-mm) (SP), 60th Arty
 - 3d How Bn (8-in) (SP), 70th Arty
 - 1st How Bn (8-in), 71st Arty
 - GS, reinf 2d Inf Div Arty.
 - (j) 103d FA Gp.
 - 3d How Bn (155-mm) (SP), 50th Arty
 - 1st Gun Bn (155-mm), 61st Arty
 - 2d How Bn (8-in), 71st Arty
 - 3d How Bn (8-in), 71st Arty
 - GS.
 - (k) 104th FA Gp.
 - 5th How Bn (155-mm) (SP), 50th Arty
 - 3d Gun Bn (155-mm) (SP), 60th Arty
 - 4th How Bn (8-in) (SP), 70th Arty
 - GS, reinf 3d Inf Div Arty. Atch to 4th Armd Div on order.
 - (l) 1st Slt Btry, 33d Arty: GS.
 - (m) 1st Obsr Bn, 37th Arty: GS.

(Classification)

(Classification)

- (n) 1st How Bn (105-mm) (SP), 40th Arty: Atch to 2d Inf Div.
- (o) 2d How Bn (105-mm) (SP), 40th Arty: Atch to 3d Inf Div.
- (p) 2d How Bn (155-mm) (SP), 50th Arty: Atch to 1st Inf Div.
- (q) 1st Msl Bn (HONEST JOHN), 82d Arty: GS.
- (r) 2d Msl Bn (HONEST JOHN), 82d Arty: GS.
- (s) 3d Msl Bn (HONEST JOHN), 82d Arty: GS.
- (t) 1st Msl Bn (CORPORAL), 91st Arty: GS.
- (2) Air defense artillery.
 - (a) 406th Arty Gp. (AD) (—)
 - 9th Msl Bn (HAWK), 438th Arty.
 - 10th Msl Bn (HAWK), 439th Arty.
 - 11th Msl Bn (HAWK), 440th Arty.
 - Establish Corps AADCP; protect, in priority, nuclear delivery units, remainder of corps arty.
 - (b) 2d AW Bn (SP), 451st Arty atch to 1st Inf Div.
 - (c) 3d AW Bn (SP), 452d Arty atch to 2d Inf Div.
 - (d) 4th AW Bn (SP), 453d Arty atch to 3d Inf Div.
 - (e) 5th AW Bn (SP), 454th Arty atch to 4th Armd Div.
- (3) App 3, Air Defense.
- d. Nuclear support.
 - (1) General. Nuclear attack will be fired in support of the penetrations. All nuclear weapons fired under corps control.
 - (2) Allocations.
 - (a) 1st Inf Div.
 - 1-ALFA (.5-KT)/8-in how.
 - 1-BRAVO (1-KT)/280-mm gun.
 - 1-CHARLIE (2-KT)/280-mm gun.
 - 1-DELTA (5-KT)/HJ or fighter.
 - (b) 2d Inf Div.
 - 1-ALFA (.5-KT)/8-in how
 - 3-BRAVO (1-KT)/280-mm gun
 - 1-DELTA (5-KT)/HJ or fighter
 - (c) 3d Inf Div.
 - 1-ALFA (.5-KT)/8-in how
 - 3-BRAVO (1-KT)/280-mm gun
 - 2-CHARLIE (2-KT)/280-mm gun
 - 1-DELTA (5-KT)/HJ or fighter
 - 1-ECHO (10-KT)/HJ
 - 1-FOXTROT (20-KT)/CORPORAL
- e. Coordinating instructions.
 - (1) Troop safety.
 - (a) Nuclear safety line: Tab C (Target Overlay) to App 2: pre-scribes limits to which negligible effects of friendly weapons are permitted to extend in the direction of unwarned exposed friendly troops.
 - (b) Warning to troops no earlier than H-70 min and not later than H-50 min.
 - (2) Report of damage assessment to TOC on completion of study.

(Classification)

(Classification)

(3) Air and arty fire plans prepared by div to reach corps FSCS by
032000 Jun.

4. ADMINISTRATION AND LOGISTICS.

- a. ADMINO 2.
- b. Aval sup rate.
 - 4.2-in mort-200
 - 105-mm how-150
 - 155-mm how-100
 - 155-mm gun-80
 - 8-in how-60
 - 762-mm rkt-5
 - Cpl msl-2

5. COMMAND SIGNAL

- a. Signal.
 - (1) SOI, Index 1-7, eff 030001 Jun 19__.
 - (2) Joint SOI, Index 22-3a, eff 030001 Jun 19__.
- b. Command.
 - (1) Corps FSCS CP (890270).
 - (2) Div FSCC's report location.

Acknowledge.

GREEN
Lt Gen

Appendixes: 1—Air Fire Plan (omitted)
2—Arty Fire Plan (omitted)
3—Air Defense (omitted)

Distribution: A

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/s/Berger
BERGER
GS

(Classification)

Example 46. Air Fire Plan Appendix to Fire Support Plan Annex to Army Operation Order

(Classification)

Copy No. 3
 1st Army
 HOMBURG (LB7964), GERMANY
 231800 May 19__
 XZ 174

Appendix 2 (Air Fire Plan) to Annex D (Fire Support Plan) to OPORD 3.

Reference: Map, CENTRAL EUROPE, 1:250,000 KASSEL-HALLE.

Task Organization 1st TAF, Tab C.

1. SITUATION

- a. Enemy forces. Annex B (Intelligence) to OPORD 3.
- b. Friendly forces.
 - (1) 1st TAF supports 5th Army Group.
 - (2) 10th TAF (Trp Carr) conducts missions throughout 1st TAF area of responsibility.

2. MISSION

1st TAF conducts tactical air operations to include counterair, interdiction, and close air support (CAS) of 1st Army.

3. EXECUTION

- a. Concept of air support.
 - (1) Effective immediately available air support will concentrate attacks with first priority to enemy missile sites and to air interdiction operations against enemy rail and road movement capabilities west of HORTHEIM-ERFURT-NURNBURG with emphasis on MAIN River crossings. Secondary effort against known enemy force concentrations beyond artillery range with special emphasis to mechanized units vicinity ASCHAFFENBERG, BAD MERGENTHEIM, EBERBACH and the Armored Corps at NURNBURG.
 - (2) Estimated 168 fighter-bomber sorties available for close support, and 160 fighter-bomber, 40 tac-bomber sorties and 30 tac-missiles for interdiction on 24 May 19__.
 - (3) Priorities for air support 5th, 6th, and 7th Corps.
- b. 5th Corps.
 - (1) 24 air alert aircraft available reporting to Corps AL0. Eight fighter-bombers, load #5, reporting 1500, 1600 and 1700.
 - (2) Tab A. Preplanned counterbattery and CAS missions.
- c. 6th Corps.
 - (1) Column cover available on-call for 46th Armd Div when committed. Reporting point to be designated. Eight fighter-bomber, load #6, control by division AL0.
 - (2) Tab A. Preplanned counterbattery and CAS missions.
- d. 7th Corps. Tab A. Preplanned counterbattery and CAS missions.
- e. Immediate air support. Thirty-two fighter-bombers on ground alert, available after 250700 May for immediate missions.
 - Tab B. Preplanned interdiction missions.

(Classification)

(Classification)

- f. Coordinating instructions.
 - (1) Current and preplanned bomblines: Tab D. Interdiction Lines, Areas, and Bomblines.
 - (2) FAC available 231800 May as follows:
 - Twenty-five at 5th Corps
 - Twelve at 6th Corps
 - Fifteen at 7th Corps
 - (3) Corps and Division notify TOC 30 minutes prior to time required for "on-call" missions.

4. ADMINISTRATION AND LOGISTICS

ADMINO 4

5. COMMAND AND SIGNAL

- a. Signal.
 - (1) Annex H, Signal to OPORD 3.
 - (2) ACT call words and frequencies, 1st Army SOI.
 - (3) 1st TAF call words and frequencies, 1st Army SOI.
 - (4) Emergency code word to lift air strike, 1st Army SOI.
 - (5) Emergency signal to lift air strike, 1st Army SOI.
 - (6) Target marking, 1st Army SOI.
- b. Command.
 - (1) Annex C, Operation Overlay to OPORD 3.
 - (2) Location of Corps CPs. (See Overlay.)
 - (3) Alternate location of TOC to be announced.

Acknowledge.

BROWN
Gen

Tabs*: A—Preplanned Counterbattery and CAS Missions
 B—Preplanned Interdiction Missions (omitted)
 C—Organization 1st TAF (omitted)
 D—Bomblines, Interdiction Lines, and Areas (omitted)

Distribution: A

OFFICIAL:

/s/ Smith
 SMITH
 G3

*Tabs may be distributed separately. Tabs A and B are revised daily.
 Tabs C and D are revised as required.

(Classification)

Tab A (Preplanned Counterbattery and CAS Missions) to Appendix 2 (Air Fire Plan) to Annex D (Fire Support Plan) to OPORD 3.

TOT No.	Mission/ Target	Location	TOT	A/C and Armament	Air Unit Call word	Control/Remarks
1A-1-21	Ground Alert	To be designated	On call after 220700	32 F/B Loads #2, #4, #5	Utah-G Voodoo-F-G Buckeye-D-e	To be designated
15-8-21	Roadblock, 6 AT Guns & 4 AW	MA 7327	220700	8 F/B Load #4	Utah-A	15th Inf Div, FAC Underwood
*	*	*	*	*	*	*
25-18-21	Regtl Command Post	MA 7545	220800	8 F/B Load #4	Buckeye-B	25th Inf Div, FAC Wolverine
V-1-21	Mobile RR Gun	ALTHEIM to Die- burg MA 8929 to MA 9329	221430	8 F/B	Utah-C	None Required

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DISTRIBUTION: A

Brown
Gen

OFFICIAL:
/s/ Smith
SMITH
G3

Example 47. Army Aviation Annex to Division Operation Order

(Classification)

Copy No. 2
20th Inf Div
ISFAHAN, IRAN
121900 Sep 19__
PX 61

Annex G (Army Aviation) to OPORD 4

Reference: Map, IRAN, 1:100,000, ISFAHAN

1. SITUATION

- a. Enemy, OPORD 4.
- b. Friendly, OPORD 4.
- c. Attachments and detachments.

(1) 130th Trans Bn (Trans Acft) attached eff 130330 Sep 19__.

(2) 1206th Trans Co (Lt Hel) attached eff 131100 Sep 19__.

- 2. MISSION. Army aviation elements support seizure of ISFAHAN, by air-mobile assault, beginning 131000 Sep__; provide normal reconnaissance, observation and liaison flights.

3. EXECUTION

- a. Concept of operation. OPORD 4.

- b. 20th Avn Co:

(1) DS platoon: No change from SOP.

(2) General spt platoon:

(a) Spt 1/61 Inf and 2/62 Inf with two H-13 each.

(b) Platoon (—): GS.

- c. 130th Trans Bn (Trans Acft):

Atch: 1206th Trans Co (Lt Hel).

(1) Provide lift for TF 3/63 to Obj 3. Annex H (Air Movement Plan) to OPORD 4.

(2) Establish and operate MCC vic div CP.

(3) At completion of movement of 3/63 return to assy areas. Prep to move 4/64 Inf and 5/65 Inf to Obj 5 or 6 on order.

- d. 1206th Trans Co (Lt Hel) Atch 130th Trans Bn (Trans Acft) eff 131100 Sep 19__.

- e. Coordination instructions:

(1) Aircraft operation in div area above 300 ft altitude monitor MCC or 20th Inf Div base airfield control frequencies.

(2) No aircraft operate north of Route II prior to H-hour without clearance from MCC.

4. ADMINISTRATION AND LOGISTICS

- a. ADMINO 5.

- b. 130th Trans Bn (Trans Acft) report Class III reqmts and recommended delivery schedule to DLCC.

(Classification)

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5. COMMAND AND SIGNAL

a. SOI Index 3-8.

b. Appendix I, Army Aviation Command and Control Plan.

Acknowledge.

GLENN

Maj Gen

Appendix: 1—Army Aviation Command and Control Plan (Omitted)

Distribution: B

2—130th Trans Bn (Trans Acft).

2—1206th Trans Co (Lt Hel).

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/s/Long

LONG

G3

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Example 48. Engineer Annex to Operation Order, Corps

(Classification)

Copy No. 5
1st Corps
BREIDSCHEID (LA5482) GERMANY
201800 Apr _
HL40

Annex E (Engr) to OPORD 2

References: Map, GERMANY, 1:100,000 Sheets R1, R2, R3; S1, S2, S3; T1 and T2.

Time Zone: Z

Task Orgn: Annex A (Task Orgn) to OPORD 2.

1. SITUATION

a. Enemy forces. Annex B (Intel) to OPORD 2.

b. Friendly forces.

(1) OPORD 2.

(2) 11th Army Engr Trp will take over road maintenance at 240001 Apr in area shown. App 1, Engr Opn Overlay.

(3) ADA AW protection will be provided at all corps bridge sites during construction and after completion of construction.

(4) Corps Sig Bn will furnish one wire team each to 501st and 502d Engr Gp (C) to assist in installing and maintaining wire communications.

2. MISSION. Corps Engr Units support crossing by constructing and operating rafts, by constructing bridges, and by maintaining roads in corps zone.

3. EXECUTION

a. 501st Engr Gp (C).

(1) Support crossings of 20th Inf Div by constructing and operating inf support rafts at sites DELTA and ECHO, M4T6 rafts at sites BRAVO, DELTA, ECHO, FOXTROT and GOLF by H+3 hours.

(2) Construct M4T6 bridges at sites ALFA and CHARLIE by H+10 hours.

(3) Maintain roads in zone until 240001 Jul. App 2, Engr Opn Overlay.

(4) Support atk of 20th Inf Div on north bank.

(5) Be prepared to support 72d Inf Div if committed.

b. 502d Engr Gp (C).

(1) Support crossings of 55th Inf Div by constructing and operating inf support rafts at sites HOTEL and INDIA, M4T6 rafts at sites JULIET, KILO, LOVE, MIKE and NOVEMBER by H+3 hours.

(2) Construct M4T6 bridges at site MIKE by H+10 hours.

(3) Maintain roads in zone until 240001 Jul. App 1, Engr Opn Overlay.

(4) Be prepared to support 23d Armd Div if committed.

c. Coordinating instructions.

(1) Protective booms will be constructed and maintained at all bridge sites.

(Classification)

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(2) When ferrying operations are in progress upstream from a bridge, a powerboat will be provided to prevent stalled ferries from damaging bridge.

(3) Minefield posting SOP.

(4) Each Engr Gp establish 2 water supply points; report location.

4. ADMINISTRATION AND LOGISTICS

a. Army Engr Sup Pt 502. Vic ***.

b. Army Engr Dep 502. Vic ***.

c. Map Dep 510. Vic ***.

d. App 2, Allotment of C1 IV Equip and Sup.

5. COMMAND AND SIGNAL

CP: Engr, 2d Corps. ***.

501st Engr Gp (C). ***.

502d Engr Gp (C). ***.

Acknowledge.

JONES
Lt Gen

Appendixes: 1—Engr Opn Overlay (omitted)

2—Allotment of C1 IV Equip and Sup (omitted)

Distribution: A

4th Corps

6th Corps

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/s/ Butcher

BUTCHER

G3

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Example 49. Signal Annex to Army Operation Order

(Classification)

Copy No. 3
 5th US Army
 SAARLAUTHERN (LV3765) GERMANY
 281200 Feb 19__
 BH 367

Annex F (SIGNAL) to OPORD 5

References: Maps, EUROPE 1:500,000
 CENTRAL EUROPE 1:250,000
 FRANCE AND GERMANY 1:100,000
 GERMANY 1:50,000

Time Zone: A

1. SITUATION

- a. Enemy Forces and Capabilities. Intelligence Estimate No. 2, 271200 February 19__. Extensive jamming of B band VHF circuits has been encountered. Guerrilla attacks on lone messenger vehicles have increased.
- b. Friendly Forces.
 - (1) Theater signal long lines command provides trunks from forward theater area signal centers to rear army area signal centers.
 - (2) Annex A (Troop List) to OPORD 5.
- c. Attachments and detachments. Annex A (Troop List) to OPORD 5 changed as follows:
 - 5170th Sig Det, Intel (TC), attached 272400 Feb 19__.
 - 5192d Sig Det, Radar Maint, det 282400 Feb 19__.

2. MISSION. Install, operate and maintain the army area communication system and provide terminations at all major elements of the command. Provide signal logistic and electronic warfare support for the army. Initial system to be in operation by 021500 Mar 19__.

3. EXECUTION

- a. Concept of Operation. The army area communication system will operate as prescribed in the 5th Army SOP. Emphasis will be placed on the utilization of existing commercial wire facilities under army control, when such facilities can be used without major rehabilitation. Increased use will be made of air messenger service.
- b. 706th Army Sig Gp.
 - Attached: 761st Sig Bn (Army)
 - 775th Sig Bn (S&M) (Army)
 - 129th Sig Co (EW SVC) (Army)
 - 798th Sig Co (Comm Cen Opn) (Army)
 - 5769th Sig Det (Intel) (TC)
 - 5770th Sig Det (Intel) (TC)
 - 5771st Sig Det (Eqp Eval) (TD)
 - (1) Coordinate and continue operations, administrative, training and logistics support of assigned and attached Signal units.

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- (2) Install, operate and maintain signal communication system and facilities for army main, rear, and alternate; army TOC main and alternate. Provide internal signal communications support for army administrative support operations center and such other units and installations as directed by army signal officer. Provide army photographic and messenger service.
 - (3) Provide signal logistic and maintenance support, including cryptographic, to army and corps troops, and divisions.
 - (4) Study and evaluate captured enemy fixed plant communication equipment. Special attention to microwave installations.
- c. 707th Combat Area Sig Gp.
- Assigned: 762d Sig Bn (Cmbt Area)
 763d Sig Bn (Cmbt Area)
 764th Sig Bn (Cmbt Area)
 765th Sig Bn (Cmbt Area)
 766th Sig Bn (Cmbt Area)
 767th Sig Bn (Cmbt Area)
 738th Sig Bn (Cable Const)
- (1) Coordinate and continue administration, training and logistic support of assigned and attached signal units.
 - (2) Continue operation of army area signal system.
 - (3) System control section, operates army area signal system control under direct control of army signal officer.
 - (4) Be prepared to reactivate army signal section at army alternate and temporarily assume functions of army signal officer in event of army signal section destruction.
 - (5) Be prepared to relocate area signal centers, assume sector responsibilities, and establish area signal centers on east side of RHINE River on order. Conduct early reconnaissance and submit recommendations for site locations to army signal officer.
 - (6) Be prepared to construct cable crossings of RHINE River in area between BINGEN (MA2135) and WORMS (MV9854). Conduct early reconnaissance and submit recommendations to Army Signal Officer.
 - (7) Provide communication support for rear area security and area damage control operations. (Annex G to OPORD 5).
- d. 770th Sig Bn, EW.
- (1) * * *
 - (2) Annex Q (Electronic Warfare) to OPORD 5.
- * * * * *
- n. Coordinating Instructions:
- (1) Wire.
 - (a) Cable routes. Appendix 1.
 - (b) Commercial cable and open wire systems. Appendix 2.
 - (c) Major rehabilitation of commercial cable and open-wire circuits will not be accomplished without approval of army signal officer.

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- (d) Use of commercial cable and open wire long lines will be approved by army signal officer. Units will submit requests to army signal officer through signal channels. Divisions may use commercial cable and open wire facilities on temporary emergency basis but will report such use expeditiously through signal channels to army signal officer.

(2) Radio.

- (a) Radio Nets. Appendix 3.
- (b) Instances of apparent intentional radio or radar jamming will be reported immediately to the army signal officer giving—
 - 1. Frequencies jammed.
 - 2. Nature of jamming signal.
 - 3. Time and duration of jamming.
 - 4. Relative strength of jamming signal.
- (c) Units in contact maintain normal traffic, others listening silence until H-15 minutes.
- (d) Frequency interference which cannot be resolved by subordinate commands will be reported through signal channels to the army signal officer.

(3) Radio Relay.

- (a) Army radio relay systems. Appendix 4.
- (b) Radio relay will be primary means of communication.

(4) Communication centers. 5th Army SOP.

(5) Army area signal centers. Present location.

AASC 706, ALSENBRUCK (MV2092)

* * * * *

AASC 721, LORRY-ES-METZ (KV9048)

(6) Army Signal System diagram. Appendix 5.

(7) Telephone and teletype traffic route bulletins will be issued by Systems Control as required to signal units operating army area signal system, corps and divisions.

(8) Telephone directory issued by Army Signal Officer to all units.

(9) Messenger Service.

- (a) Schedules. Appendix 6.

- (b) Corps, brigades, groups and divisions establish and report message drop and pickup areas.

(10) Electronic warfare. Annex Q to OPORD 5.

(11) Rear area defense and area damage control. Annex G to OPORD 5.

4. ADMINISTRATION AND LOGISTICS

ADMINO 2

5. COMMAND AND SIGNAL

- a. Index 1-15. 5th Army SOI in effect.

- b. Command.

Verdun Area Command, VERDUN (F7358)

13th Army Group, ST MIHIEL (F8819)

5th US Army Main, SAARLAUTERN (LV3765)

5th US Army Rear, CONFLANS (G0850)

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5th US Army Alternate, NEUNKIRCHEN (LV6868)
 25th Corps, KIRCHBERG (LA8634)
 30th Corps, KAISERSLAUTERN (MV1177)
 c. Axis of Command Post displacement.
 SAARLAUTERN (LV3765)

* * * * *

Acknowledge.

JONES
 Lt Gen

Appendixes: 1—Cable Routes (omitted)
 2—Commercial Cable & Open Wire Systems (omitted)
 3—Radio Nets (omitted)
 4—VHF Radio Relay Systems (omitted)
 5—Signal System Diagram (omitted)
 6—Messenger Schedules (omitted)

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/s/ Alfred
 ALFRED
 G3

(Classification)

Example 50. Electronic Warfare Plan Annex to Corps Operation Order

(Classification)

Copy No. ____.
10 Corps
BREIDSCHIED (LA5482), GERMANY
17100 June 19__
RJ

Annex T (EW) to OPORD 3.

Reference: Map, Germany 1:100,000, Sheets R1, R2, R3, S1, S2, S3, T1 and T2.

1. SITUATION

- a. Enemy forces. Annex B (Intel) to OPORD 3.
- b. Friendly forces. OPORD 3.
- c. Attachments and detachments. Annex A (Task Organization) to OPORD 3.

2. MISSION

Provide electronic warfare support for units within the corps area and active and passive ECM as required to support electronic warfare.

3. EXECUTION

- a. 55th EW Co released from attachment 4th Inf Div on order attached to 10th Inf Div when div passes through 4th Inf Div.
- b. Coordinating instructions. Division commanders—
 - (1) Insure that all appropriate personnel are familiar with and strictly adhere to the provisions of 10th Corps SOIs.
 - (2) Employ fuze jammer teams of Sig C EW units to prevent the enemy from attaining the desired effect of his artillery.
 - (3) Effect sufficient coordination of the fuze jamming effort as to cause minimum interference to friendly arty fire without such stringent controls as to render this weapon useless.
 - (4) Employ multipurpose jammers against noncommunications type targets for which designed in order to further deny or reduce the effectiveness of the enemy.
 - (5) Be prepared to employ multipurpose jammers against low level, tactical, unenciphered, voice communications in the event desired use of other organic means is impractical due to time, space and terrain factors.
 - (6) Make full use of electronic warfare as provided for in Annex E (Electronic Warfare) to 10th Corps SOP, SSI, and SOI.

4. ADMINISTRATION AND LOGISTICS

- a. Annex D (Signal) to OPORD 3.
- b. Special applications and field modifications on EW equipment other than common associated vehicles, radios, power units, etc., may be provided "on-call" service by 10th Corps Sig O.

5. COMMAND AND SIGNAL. 10th Corps SOI, Index 3-3.

Acknowledge.

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Lt Gen

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BLACK
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Example 51. Chemical Annex to Corps Operation Order

(Classification)

Copy No. 3
 1st (US) Corps
 BREIDSCHEID (LA5482), GERMANY
 201800 Apr__
 HS 32

Annex D (Cml) to OPORD 2.

References: Map, GERMANY, 1:100,000, Sheets R1, R2, R3, S1, S2, S8, T1, T2

1. SITUATION

- a. Enemy forces. Annex B (Intelligence) to OPORD 2.
- b. Friendly forces. OPORD 2.
- c. Attachments and detachments. Annex A (Task Organization) to OPORD 2.

2. MISSION

1st Corps elements support corps operations by chemical means to conceal assault crossings, bridge and ferry sites, and to deceive Aggressor. Protect corps left flank with persistent toxic chemicals on order.

3. EXECUTION

- a. Concept of Operation. Elements of 1st Corps establish and maintain smoke haze over RHINE River line in zone from H-40 to H+120 to conceal assault crossing and assault bridge crossing sites. Smoke haze to be established by organic arty and 310th Cml Bn (Smk Gen). Corps arty to be prepared to protect corps left flank with persistent toxic chemicals. App 2, Chemical Employment Plan Overlay.
- b. 55th Inf Div: Provide smoke haze over river line in zone from H-40 to H+120.
- c. 72d Inf Div: Provide smoke haze over river line in zone from H-40 to H+120.
- d. 201st Armd Cav: Provide smoke haze over river line in zone from H-40 to H+80.
- e. Corps Arty: Support smoke operations of 310th Cml Bn with one battalion from H-40. Protect corps left flank with persistent toxic chemicals on corps order.
- f. 310th Cml Bn
 - (1) Provide smoke haze along RHINE River with priority to assault crossings and ferry and bridge sites starting at H-40 and ending on corps order. See Appendix 1.
 - (2) Provide smoke blanket over bridging operations on corps order.
 - (3) Direct communication with 55th and 72d Inf Divs authorized for coordination of positions and crossing priorities.
- g. Coordinating instructions.
 - (1) Corps FSCS coordinates smoke operations. Requests for authority to fire smoke rounds outside of assigned zone to corps FSCS.
 - (2) Smoke and persistent chemical fire requests through fire spt channels.

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- (3) Once begun, smoke operations continuous during daylight hours unless otherwise ordered by this HQ.
- (4) 55th and 72d Inf Divs, 201st Armd Cav, and Corps Arty employ arty and mortar delivered HC smoke and smoke pots.

4. ADMINISTRATION AND LOGISTICS

- a. ADMINO 1.
- b. Fog Oil: C1 III Sup Pt 310. Vicinity DORSEL (LA4382).
- c. Smoke Pots:
 - (1) ASP 901, vicinity BLANKENHEIM (LA3489).
 - (2) Allocations.
 - (a) 20th Inf Div * * *.
 - (b) 55th Inf Div * * *.
 - (c) 72d Inf Div * * *.
 - (d) 23d Armd Div * * *.
 - (e) 201st Armd Cav * * *.
 - (f) 210th Cml Bn * * *.
- d. HC and gas shell available supply rates.
Annex D (Fire Support) to OPORD 2.

5. COMMAND AND SIGNAL

- a. Annex E (Sig) to OPORD 2.
- b. SOI, Index 1-2.
- c. Mark location with panel code upon request.

Acknowledge

LEWIS
Lt Gen

Appendixes: 1--Schedule of Fires (omitted)
2--Chemical Employment Plan Overlay (omitted)

Distribution: Same as OPORD 2.

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/s/ Linden
LINDEN
G3

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Example 52. Unconventional Warfare Plan Annex to Army Operation Order

(Classification)

Copy No. 18
 30th Army
 POZNAN (10°30'E 52°12'N) POLAND
 081308 Oct 19__
 EG 12

Annex K (Unconventional Warfare) to OPORD 15

Reference: Map, EUROPE 1:2,000,000. CENTRAL EUROPE, Sheet B-2

1. SITUATION

a. Enemy forces.

- (1) Annex A, (Intelligence) to OPORD 15.
- (2) Enemy forces opposing friendly UN forces are outlined below.
 - (a) The following major tactical units are currently operating as rear area security forces with a primary mission of antiguerrilla operations.
 - 14th Rifle Div vic BIALYSTOCK (23° E 53° N)
 - 264th Rifle Div vic PINSK (26° E 52° N)
 - (b) The following security divisions are currently engaged in antiguerrilla operations.
 - 1st Security Div vic WARSAW (21° E 52° N)
 - 2d Security Div vic GRODNO (23° E 53° N)
 - 6th Security Div vic VILNYUS (25° E 54° N)
 - (c) Border control units.

A total of 7 border control regiments are disposed along the northern and eastern borders of POLAND within 30th Army zone. These units man static border posts and watchtowers and actively patrol the border zones.
 - (d) Secret police.

An estimated 230,000 secret police are currently operating in Aggressor occupied POLAND against friendly guerrilla, subversive, and evasion and escape forces and agents. Secret police operations permeate the entire political and military structure of Aggressor. The forces outlined in paragraphs a, b, c above are available to support secret police operations when required.
 - (e) More detailed information on enemy security force order of battle and operations is available on a need-to-know basis from the Special Forces liaison section.

b. Friendly forces.

- (1) 7th Special Forces Sector Command (SFSC) supports 30th Army utilizing UW forces within 30th Army area of action.
- (2) 7th SFSC supports 30th Army operations utilizing UW forces outside 30th Army zone of operations as requested by CG 30th Army.

c. Attachments and detachments.

- (1) Operational detachments Nos. 1, 5, and 8 pass to operational control of 30th Army 082400 Oct.

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(Classification)

- (2) Guerrilla areas ALFA, BRAVO, and CHARLIE pass to operational control of 30th Army 082400 Oct.
- (3) The organization, composition, and location of guerrilla, subversive, and E&E forces under operational control of 30th Army are shown in appendix 1.

2. MISSION

UW forces attack enemy tactical, logistical, and security forces and installations in such a manner as to render maximum assistance to 30th Army. E&E mechanisms evacuate selected individuals as directed.

3. EXECUTION

- a. Concept of operation. Guerrilla and subversive forces will attack overall target systems in accordance with the Army target priorities. Appendix 2, UW Target Priorities. Operational control of UW forces will be delegated to Corps which should further delegate this control to divisions where applicable. The criterion for delegation of control will be the requirement for effective coordination of conventional and UW operations. Normally control will not be delegated below division. Representatives from 4th SF Liaison Team will augment corps and division staff, as required for coordination of conventional and UW operations.
- b. Guerrilla area ALFA.
Operational control of 1st Corps.
- c. Guerrilla area BRAVO (Guerrilla District 9).
Operational control of 2d Corps.
- d. Guerrilla area CHARLIE.
 - (1) Continue interdiction of rail lines in area CHARLIE as first priority in accordance with current destruction priorities.
 - (2) Prepare to shift interdiction effort to disruption of road traffic in area CHARLIE on 24-hour notice.
 - (3) Prepare to attack enemy electronic communications throughout area CHARLIE at the time of shift of effort to road interdiction.
 - (4) Locate and destroy enemy nuclear delivery systems. Notify 30th Army of those delivery systems beyond the capabilities of area CHARLIE forces to attack.
 - (5) Prepare to incite and direct major portions of the population to all-out resistance over a period of several days on order.
- e. Guerrilla District 9.
Operational control of 3d Corps.
- f. Subversive forces.
Specific directives to subversive forces—appendix 3, Subversive Operations.
- g. Evasion and Escape operations outside of Special Forces areas will continue to operate under the direction of 7th SFSC.
- h. Coordinating instructions.
 - (1) Use of prepositioned nuclear weapons by UW forces will be coordinated with 30th Army through the 4th SF liaison team. Prepositioned weapons with a yield of —KT or less may be

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employed east of line Red, Overlay 1 to appendix 1, without prior notification of 30th Army.

- (2) Delivery of nuclear fires into guerrilla areas will be coordinated through the SF liaison team.
- (3) Specific EEI for target acquisition will be coordinated through 4th SF Liaison Team w/G2 representative in TOC w/o delay.
- (4) Psychological warfare support of UW forces and UW force Psy War support of 30th Army, appendix 4, UW Psychological Opns.

4. ADMINISTRATION AND LOGISTICS.

- a. 7th SFSC provides logistical support of UW forces.
- b. Corps or divisions provide logistical support of UN forces in close proximity to friendly conventional forces when such units have the capability of rendering such support and when such a manner of support is considered more effective and economical.
- c. App 5, Logistics.

5. COMMAND AND SIGNAL.

- a. Appendix 6, Signal. SOI for UW forces.
- b. UW force commands report CP locations. Contact with UW forces commanders will be through appropriate SF liaison teams.

Acknowledge.

GREENBERAY
Gen

Appendixes: 1—Organization of UW forces (omitted)
 2—UW Target Priorities (omitted)
 3—Subversive Operations (omitted)
 4—UW Psychological Operations (omitted)
 5—Logistics (omitted)
 6—Signal (omitted)

Distribution: C

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/s/ Rogers
 ROGERS
 G3

(Classification)

Example 53. Road Movement Table Annex to Infantry Division Operation Order

(Classification)

Copy No. 2
20th Inf Div
BHAD (198601) AFGHAN
121900 Apr 19__
PX 42

Annex B (Road Movement Table) to OPORD 9

Reference: Map, AFGHAN, 1:100,000, BHAD-WURST

1. Average Speed. 15 MPH
2. Traffic Density. 20 Veh/Mi
3. Halts. SOP
4. Routes.
 - a. Route Red.
RJ 413 (201699) Initial point.
VILLERS (330718)
HAINS (765685)
RJ 211 (990628) Release point
 - b. Route Blue.
RJ 526 (229509) Initial point.
RJ 592 (334481)
CHANCE (401490)
VEGAS (790501)
CR 105 (981511) Release point.
5. Route classification Restrictions.
 - a. Route Red. 6 x 20 meters.
 - b. Route Blue. 10 x 24 meters.
6. Critical Points.
 - a. Initial point.
 - (1) Serials 1, 3, 4, and 5—RJ 413 (201699).
 - (2) Serials 2, 6, 7, and 8—RJ 526 (229509).
 - b. Release points.
 - (1) Serials 1, 3, 4, and 5—RJ 211 (990628).
 - (2) Serials 2, 6, 7, and 8—RJ 105 (981511).
 - c. Other critical points.
 - (1) Serials 1, 3, 4 and 5.
 - (a) VILLERS (330718)
 - (b) RJ 242 (455701)
 - (c) LAWST (585692)
 - (d) BLUE River bridge (683686)
 - (e) HAINS (765685)
 - (2) Serials 2, 6, 7 and 8.
 - (a) RJ 592 (334481)
 - (b) CHANCE (401490)
 - (c) VEGAS (790501)
 - (d) BLUE River bridge (850495)
7. Main routes to Initial points. N/A
8. Main routes from release points. N/A
9. Serials.

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Serial	Organization and Commander	No of Vehicles	Load Class of Heaviest Veh	Present Location	Route	New Location	TL (Min)	Control of Movement			Remarks
								Location of Critical Points	Arrival Time	Clearance Time	
1	TF 1/61, Col Long, 61st Inf, Comdr	223	25T	BHAD Area	RED	WURST Area	65	IP RJ (VILLERS) RJ 242 RJ (LAWST) BLUE River bridge RJ (HAINS) RP	0530 0610 0630 0715 0755 0815 0855	0635 0715 0735 0820 0900 0920 1000	
2	TF 2/62, Col Corley, 62d Inf, Comdr	223	25T	BHAD Area	BLUE	WURST Area	65	IP RJ 592 RJ (CHANCE) RJ (VEGAS) BLUE River bridge RP	0530 0548 0630 0800 0840 0920	0635 0653 0735 0905 0945 1025	
3	TF 3/63, Col Smith, 63d Inf, Comdr	223	25T	BHAD Area	RED	WURST Area	65	IP RJ (VILLERS) RJ 242 RJ (LAWST) BLUE River bridge RJ (HAINS) RP	0650 0730 0750 0835 0915 0935 1015	0755 0835 0855 0940 1020 1040 1120	

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(Classification)

Serial	Organization and Commander	No of Vehicles	Load Class of Heaviest Veh	Present Location	Route	New Location	TL (Min)	Control of Movement			Remarks
								Location of Critical Points	Arrival Time	Clearance Time	
4	Div Arty Col Stephens, Div Arty, Comdr	232	25T	BHAD Area	RED	WURST Area	70	IP RJ (VILLERS) RJ 242 RJ (LAWST) BLUE River bridge RJ (HAINS) RP	0810 0850 0910 0955 1035 1055 1135	0920 1000 1020 1105 1145 1205 1245	
5	Div Trps Lt Col Camp, 1st Armor, Comdr	527	50T	BHAD Area	RED	WURST Area	156	IP RJ (VILLERS) RJ 242 RJ (LAWST) BLUE River bridge RJ (HAINS) RP	0935 1015 1035 1120 1200 1220 1300	1045 1125 1145 1230 1310 1330 1410	
6	TF 4/64 Col Gillis, 64th Inf, Comdr	238	25T	BHAD Area	BLUE	WURST Area	72	IP RJ 592 RJ (CHANCE) RJ (VEGAS) BLUE River bridge RP	0650 0708 0750 0920 1000 1040	0802 0820 0902 1032 1112 1152	

(Classification)

(Classification)

7	TF 5/65, Col Heymont, 65th Inf, Comdr	238	25T	BHAD Area	BLUE	WURST Area	72	IP	0817	0929
								RJ 592	0835	0947
								RJ (CHANCE)	0917	1029
								RJ (VEGAS)	1047	1159
								BLUE River bridge	1127	1239
								RP	1207	1319
8	Div Tns, Col Norling, Div Tns Comdr	326	50T	BHAD Area	BLUE	WURST Area	96	IP	0944	1120
								RJ 592	1002	1138
								RJ (CHANCE)	1044	1220
								RJ (VEGAS)	1214	1350
								BLUE River bridge	1254	1420
								RP	1334	1510

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(Classification)

Acknowledge.

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Distribution: B
20--CG, 1st Corps

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/s/ Long
LONG
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(Classification)

Example 54. Air Movement Plan Annex to Airborne Division Operation Order

(Classification)

Copy No. 3
 102d Abn Div
 AGEDABIA (30°45'N, 20°10'E),
 LIBYA
 010800A Sept 19__
 CU 48

Annex J (Air Movement Plan) to OPORD 5

References: Maps, Strategic Planning Map, 1:5,000,000, EURASIA, GREECE,
 1:250,000, KHANIA-IRAKLION, CRETE, M702, 1:50,000, Sheets
 1-29

1. FLIGHT PLAN

Location of departure sites and flight routes are shown in appendix 1,
 Flight Route Diagram.

2. AIR MOVEMENT TABLE

Appendix 2, Air Movement Table.

3. LANDING PLAN

- a. Location of landing areas. Appendix 3, Landing Areas.
- b. Landing schedule. Appendix 2, Air Movement Table.

4. LOADING

Annex D (Marshalling Plan) to ADMINO 3.

Acknowledge.

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 Maj Gen

Appendixes: 1—Flight Route Diagram

2—Air Movement Table

3—Landing Areas (omitted)

Distribution: Annex L, Distribution

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 G3

(Classification)

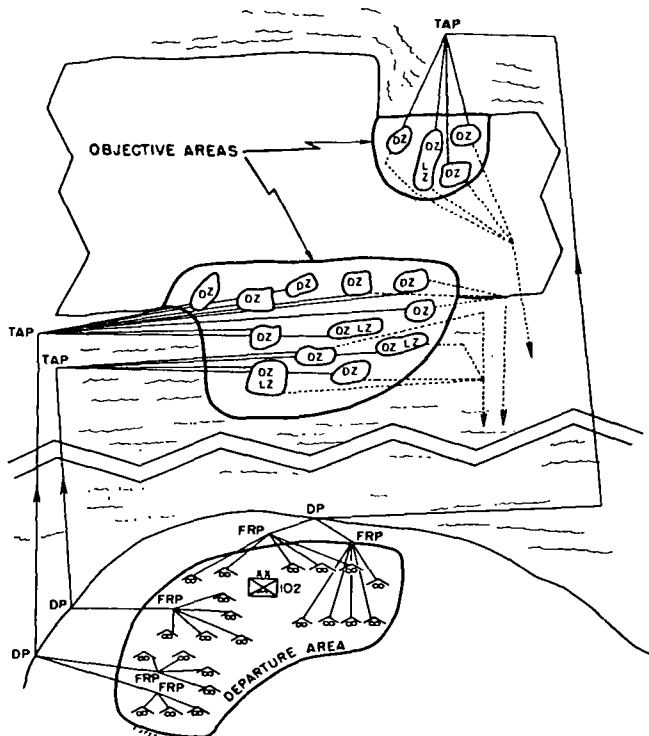
Example 54. Flight Route Diagram Appendix to Air Movement Plan Annex to Operation Order, Airborne Division.

(Classification)

Copy Nr 3
102d Abn Div
AGEDABIA (30°45'N, 20°10'E), LIBYA
010800A Sep 19__
CU 48A

Appendix 1 (Flight Route Diagram)¹ to Annex J (Air Movement Plan) to OPORD 5

References: Maps, Strategic Planning Map, 1:5,000,000, EURASIA;
GREECE, 1:250,000, KHANIA--IRAKLION;
NORTH AFRICA, 1:250,000, BENGASI, DERNA, AGHEILA,
EL HASEIAT, ANTELAT;
CRETE, M702, 1:50,000, sheets 1--29.



Acknowledge.

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Maj Gen

Distribution: Annex L, Distribution

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/s/ Singlenos
SINGLENOS
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¹This diagram is not to scale, and the departure area and objective area are not to the same scale. The flight route diagram is prepared by the troop carrier unit and may be included in the airborne unit operation order for information.

Appendix 1 (Flight Route Diagram) to Annex J (Air Movement Plan) to OPORD 5.

Appendix 2 (Air Movement Table) to Annex J (Air Movement Plan)
to OPORD 5

References: Maps, NORTH AFRICA, 1:250,000, BENGAZI, DERNA, AGHEILA,
EL HASELAT, ANTELAT; GREECE, 1:250,000, KHANIA-IRAK-
LION; CRETE, M702, 1:50,000, Sheets 1-29

Copy No. 3

102d Abn Div

AGEDABIA (30°45'N, 20°10'E), LIBYA

010800A Sep 19__

CU 48B

1	2	3	4	5	6	7	8	9	10	11	12	13	
Departure site	Serial No.	Chalk No.	Troop carr unit	Air Force Units			Army Units		Hour loading begins	Time		Destination	
				Serial comdr	No. and type of acft	Employment	Acft req and unit loaded	Serial comdr		Station time	Take-off time	DZ/LZ	Time
A-3	1	1-17	510th Wg	Lt Col	17 C-119	Prcht		Col.....	0220	0515	0530	DZ A	0815
A-4	2	1-9	510th Wg	Col.....	9 C-119	Prcht		Col.....	0224	0519	0534	DZ B	0819
A-2	2	1-11	510th Wg	Col.....	11 C-119	Prcht		Col.....	0228	0523	0538	DZ B	0819
A-7	3	1-20	511th Wg	Lt Col	20 C-119	Prcht		Lt Col	0236	0531	0546	DZ C	0822
A-12	15	1-12	523 Wg	Maj.....	12 C-123	Aslt acft		Lt Col	0530	0630	0645	LZ J	0927

Acknowledge.

Distribution: Annex L, Distribution

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/s/ Singlenos

SINGLENOS

G3

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Maj Gen

Example 55. Marshalling Plan Annex to Airborne Division Administrative Order

(Classification)

Copy No. 3
102d Abn Div
AGEDABIA (30°45'N, 20°10'E), LIBYA
010800A Sep —
MP 844

Annex D (Marshalling Plan) to ADMINO 3.

References: Maps, NORTH AFRICA, 1:250,000, BENGAZI, DERNA, AGHEILA,
EL HAZLIAT, ANTEIAT.

1. GENERAL

a. Supporting forces.

(1) 126th Log Comd (ADLOG)—

(a) Provides required transportation for the movement to temporary camps and departure sites.

(b) Exercises overall movement control.

(c) Provides and operates temporary camps as required.

(d) Provides logistical support during marshalling.

(2) MTO Airlift Force.

(a) Provides essential facilities at departure sites for establishment of joint Army—Air Force and necessary Army command posts required for outloading.

(b) Provides maximum assistance in outloading.

b. 102d Abn Div—

(1) Coordinates movement of units of 102d Abn Div to temporary camps and departure airfields with ADLOG.

(2) Establishes liaison with the troop carrier combat airlift support unit (CALSU) operating at each departure site from which personnel and equipment of 102d Abn Div will be out-loaded.

2. EXECUTION

a. 102d Abn Div (TF COBBALLS) marshalls in unit camps beginning 0500 hours, D-2. Appendix 1, Location of Areas.

b. TF COBBALLS assigned temporary camps M-V.

c. CT 1/301 reserves sufficient facilities at Camp A-C during the period D-2 through D-day for the marshalling of 360 personnel from Headquarters, 102d Abn Div.

d. All subordinate commanders—

(1) Marshal organic and attached units in assigned camps during periods indicated in Appendix 2, Allocation of Units to Areas.

(2) Prepare organic and attached units for departure from designated airfields and air-landing facilities at times indicated in Annex J (Air Movement Plan) to OPORD 5.

(3) Seal units in camps for marshalling at 0500 hours, D-2.

(4) Initiate briefing without delay after sealing.

(5) Prepare and load heavy drop loads in accordance with unit loading tables; complete loading of aircraft by 2400 hours, D-1. Appendix 3, Heavy Drop Loads.

(6) Complete preparation of accompanying air delivery containers.

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- (7) Fit personnel parachutes beginning 0800 hours, D-1, place in kit bags, and tag with name, serial number, unit and aircraft chalk number.
- (8) Load personnel parachutes and accompanying air delivery containers beginning 2030 hours D-1 and complete by 0215 hours D-day.

3. PERSONNEL

- a. ADMINO 2.
- b. Reports.
 - (1) Annex B (Orders and Reports) to SOP.
 - (2) Other personnel reports will be retained by units in the assault echelon and submitted to division headquarters in the objective area on order.
- c. Miscellaneous. Provision will be made to convert personal funds to proper currency for the objective area prior to 1200 hours, D-1.

4. LOGISTICS

- a. ADMINO 2.
- b. Supply
 - (1) Operational requirements class I and V issue not earlier than 0800 hours, D-2.
 - (2) Showdown inspections completed not later than 1200 hours, D-1.
- c. Transportation.
 - (1) Appendix 4, Marshalling Movement Table.
 - (2) Report time of departure of motor convoys to transportation movements officer, rear echelon, 102d Abn Div, by fastest means available.
 - (3) Movement of personnel and equipment to departure sites prior to 1700 hours, D-1, for preparation for outloading will be minimized and controlled by this headquarters.
 - (4) Requests for administrative transportation will be submitted 24 hours in advance of date required to DLOC.
- d. Service. Technical service inspection and maintenance teams will be provided by ADLOG on a scheduled basis. Appendix 5, Technical Service Inspections and Maintenance.

5. MISCELLANEOUS

- a. Operation of temporary camps. TF COBBALLS will assist ADLOG in operating temporary Camps M-V by providing personnel on the basis of 3 men for each 100 men or fraction thereof in each respective camp.
- b. Headquarters.
 - (1) 102d Abn Div (Tac and Main) (Camp A) (D-1 to D-day).
 - (2) 102d Abn Div Rear AGEDABIA, LIBYA.
 - (3) CT 1/301, Camp I (D-1 to D-day).
 - (4) CT 3/303, Camp K (D-1 to D-day).
 - (5) CT 4/304, Camp J (D-1 to D-day).
 - (6) TF COBBALLS, Camp P (D-1 to D-day).
 - (7) Div res, TF DUNNETT, Camp C (D-1 to D-day).
 - (8) Div trp, Camp B (D-1 to D-day).

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- c. Security. Annex B (Intelligence) to OPORD 5.
- d. Communications. Annex K (Signal) to OPORD 5.
- e. Command.
 - (1) The senior commander present in each camp will command the camp and will be responsible for the security of the camp.
 - (2) The Air Force commander at an airfield or air-landing facility will command all troops at that field insofar as overall operation and use of facilities are concerned.
- f. Combat airlift support units (CALSU). Open at departure sites at 1800 hours D-2. Appendix 6, Combat Airlift Support Units.
- g. Loading.
 - (1) Orders of each unit of battle group size or lower will include detailed loading plan including parking diagram, routes to be used on air-landing facilities, and unit air loading tables.
 - (2) One copy of loading tables of battle group size or smaller to this headquarters by 1200 hours, D-2.
 - (3) Distribution of flight manifests (one copy each) as follows:
 - Army plane load commander.
 - Assistant army plane load commander.
 - Pilot, aircraft.
 - Company commander.
 - Next higher army headquarters.
 - Air Force commander of departure site.
 - (4) Annex J (Air Movement Plan) to OPORD 5.
- h. Standing operating procedures. 102d Abn Div SOP is in effect except as otherwise indicated herein.
- i. Effective date of plan.
 - (1) For planning—on receipt.
 - (2) For execution—on order, this headquarters.

Acknowledge:

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- Appendixes: 1—Location of Areas (omitted)
 2—Allocation of Units to Areas (omitted)
 3—Heavy Drop Loads (omitted)
 4—Marshalling Movement Table (omitted)
 5—Technical Service Inspections and Maintenance (omitted)
 6—Combat Airlift Support Units (omitted)

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/s/ Kratt

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Example 56. Barrier Plan Annex to Army Operation Order

(Classification)

Copy No. 2
 1st (Allied) Army
 CORLU (41°09'N, 27°48'E), TURKEY
 0400900 June 19__
 CY 322

Annex E (Barrier Plan) to OPORD 2.

Reference: Map, EUROPE, 1:500,000, SOFIYA-ISTANBUL

1. SITUATION

- a. Enemy forces. Annex A (Intel) to OPORD 2.
- b. Friendly forces. OPORD 2.
- c. Attachments and detachments. None.

2. MISSION

Army conducts barrier and denial operations in zone to support the attack to and defense of the STARA PLANINA.

3. EXECUTION

- a. Concept of operations.

(1) General.

- (a) Because of limited troop strength in the 1st (Allied) Army and the large army zone, barrier operations must be conducted extensively in spite of severe limitations on available barrier materiel and transportation.
- (b) Maximum use will be made of natural obstacles, existing barriers (including Aggressor barriers and those along the international boundary), and locally available materials. Improvement of these obstacles and barriers to increase their effectiveness must be emphasized.
- (c) Unless indicated otherwise, priorities for construction of barriers are—
 - 1. Covering barriers.
 - 2. Army left flank barrier.
 - 3. Interior barriers.
 - 4. Army right flank barrier.
- (d) Appendix 1, Barrier Plan Location Concept. This appendix shows the lines of coordinated obstacles required by army but does not indicate the density, depth, or numbers of individual obstacles. Responsible units will construct obstacles as required to cause maximum restriction to enemy movement. As a minimum, roads or other high speed avenues of approach will be blocked in depth.
- (e) Destruction of population centers and communications, transportation, utilities, mining, factories, and port facilities and installations will be held to a minimum. Destruction of installations or facilities which may adversely affect ALFME's administrative support capability will be avoided.
- (f) Use of chemical contaminants requires specific army approval.

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- (g) Upon seizure, the STARA PLANINA is designated as a barrier vital to the command as a whole.
 - (h) Barrier and denial operations must not unduly restrict future army operations, particularly to the north.
 - (i) Any destruction which may have strategic aspects as a denial operation will require army approval prior to execution.
 - (j) Technical intelligence targets in 1st (Allied) Army zone will be exploited by ALFME personnel. Full cooperation and assistance will be given such personnel.
 - (k) Atomic demolitions munitions are available but must be exchanged for similar yield nuclear weapons from the unit allocation. Annex C, Fire Support Plan, to OPOD 2.
- (2) **Offense.** The planning and execution of barriers in this phase of the operation (D to D+10) will be accomplished by both corps. Obstacles planned or created should provide for ready integration into the army or corps barrier plans. Full use must be made of barriers to limit enemy counter-canalize enemy counterattacks into killing areas, particularly on the western flank.
- (3) **Defense.** It is anticipated that the army will defend the STARA PLANINA for 20 days (D+10 to D+30). Barriers will be located to canalize enemy attacks into killing area. Interior barriers will be constructed with sufficient gaps to allow free movement of the army reserve in rear of or within the battle area.

b. 1st Corps.

Barrier	Priority	Remarks
Pass at KLISURA	1	Upon seizure prepare for nuclear demolition to be executed only on orders this headquarters. Responsibility for pass at KLISURA will be assumed by 1st (GR) Army on order.
Pass at KAZANLEK	1	Upon seizure prepare for atomic demolition to be executed only on orders this headquarters.
Oil refinery KAZANLEK	1	Upon seizure prepare for demolition, demolish if threatened with capture.
Barrier ABC	1	
Airfield PLOVDIV	2	Upon seizure prepare for atomic demolition to be executed only on orders this headquarters.
Barrier IJ	2	
Barrier EJ	2	
Barrier EF	3	
Barrier BE	4	
Barrier AI	5	

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c. 12th Corps.

Barrier	Priority	Remarks
Barrier CD	1	
Barrier FGH	2	
Port facilities BURGAS	2	Demolish if threatened with seizure.
Optical factor SLIVEN	2	Demolish and evacuate lens grinders to EDIRNE if threatened with seizure.
Barrier CF	3	
Barrier DH	4	

d. Army Engineer.

Barrier	Priority	Remarks
Pass north of AITOS	1	Prepare for atomic demolition at location designated by 12th Corps. Execute only on orders this headquarters.
Pass through KOTEL	1	Prepare for atomic demolition at location designated by 12th Corps. Execute only on orders this headquarters.
Nuclear energy plant STARA ZAGORA	1	Upon seizure prepare for demolition, demolish if threatened with seizure.
Magnesium mine YAMBOL	2	Upon seizure prepare for demolition, demolish if threatened with seizure.
Barrier JK	2	
Barrier FKM	2	
Barrier GM	3	
Barrier LM	4	
Barrier IL	4	
Barrier MNO	5	
Barrier HO	5	

e. Coordinating instructions.

- (1) Corps coordinate location of barriers along boundaries, including extent of lanes and gaps. Coordinate with counterattack plans.
- (2) Corps prepare additional barriers within sectors. Coordinate lanes and gaps with counterattack plans.
- (3) Gaps and lanes in army directed barriers behind FEBA closed only on army order.
- (4) Additional lanes and gaps in army directed barriers will be authorized upon request.

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- (5) Demolition of bridges and other transportation facilities in rear of the FEBA executed only after clearance this headquarters or release of control of route or routes by this headquarters.
- (6) Nuisance mines will not be authorized. Provisions will be made to cover all barriers with fire.
- (7) Complete barrier plans will be forwarded this headquarters by 091500 June.
- (8) Complete barrier plans will not be distributed below division; appropriate extracts authorized as far forward as battle group CP.
- (9) Barrier construction may be initiated without further orders. Improvement of barrier system will continue during the operation. Atomic demolition plan and atomic demolition munitions target analyses will be forwarded this headquarters by 081500 June.
- (10) Appendix 1, Barrier Plan Location Concept.
- (11) Appendix 2, Minefield Location Plan.
- (12) Appendix 3, Chemical Contaminants Plan.
- (13) Appendix 4, Demolitions Plan.
- (14) Appendix 5, Atomic Demolitions Plan.

4. ADMINISTRATION AND LOGISTICS

- a. Army ADMINO 2.
- b. Indigenous labor not authorized forward of division service area.

5. COMMAND AND SIGNAL.

- a. SOI, Index 1-5.
- b. Reports and records.
 - (1) Minefields. Submit required reports of intent, initiation, completion, and change by fastest means available consistent with signal security. Written standard record will follow on all but protective minefields.
 - (2) Contaminants. Report intended location, extent, type, and density, estimated time of completion, and estimated delay to be accomplished.
 - (3) Demolitions and other obstacles. Report location, type, extent, and estimated time of completion.

Acknowledge.

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- Appendixes: 1--Barrier Plan Location Concept
 2--Minefield Location Plan (omitted)
 3--Chemical Contaminants Plan (omitted)
 4--Demolitions Plan (omitted)
 5--Atomic Demolition Plan (omitted)

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Distribution: A
1st (GR) Army
AAFME
ALFME
ANFME
126th ADLOG

OFFICIAL:
/s/ Williams
WILLIAMS
G3

(Appendix 1—foldin at back of book.)

(Classification)

Form 17. Logistics Annex to Operation Plan or Order

(Classification)

Copy No. ____
 Headquarters
 Place
 Date and time
 Message reference number

Annex ____ (Logistics) to Operation Plan ____

References: (Maps, charts, and relevant documents)

1. GENERAL SITUATION. Such information of the overall situation as may be essential to the understanding of the logistical plan.
 - a. Enemy forces. Pertinent information regarding composition, disposition, location, movements, estimated strengths, identifications, and capabilities.
 - b. Friendly forces. Pertinent information on the responsibilities of commanders of friendly forces, which has a bearing on the logistical plan.
 - c. Attachments and detachments. List here units attached to or detached from the issuing unit, together with the times they are effective.
 - d. Assumptions. Assumptions used as a basis for this plan. Normally applicable only to higher planning echelons.
2. MISSION. A clear, concise statement of the task which is to be accomplished by the command and its purpose.
3. TASKS FOR SUBORDINATE UNITS. In separate lettered subparagraphs, give the specific task or responsibility of each subordinate command.
4. MATERIEL AND SERVICES
 - a. Supply.
 - (1) Installations. Instructions to installation commanders as to missions, issue and collection of supplies and material, location of installations, and when applicable, time of opening or closing, operating units, supported units, stocks and levels, credits, and type of storage.
 - (2) Requirement. General statement as to tonnage requirements, levels of supply to be achieved during different periods, and special information on certain items such as water supply in an area where water is scarce.
 - (3) Requisitioning and procurement. Information on requisitioning and on local procurement where applicable.
 - (4) Distribution. Instructions on receipts, shipments, and issues.
 - (5) Civilian supplies. Instructions for issuing supplies to civilians.
 - (6) Salvage. Instructions on collection, classification, and disposition of salvage.
 - (7) Captured supplies. Instructions on reports, collection, segregation, and disposition of captured materials.
 - (8) Responsibilities.
 - b. Transportation.
 - (1) General. General information on policies.
 - (2) Highways. Traffic regulation and control.

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- (3) Rail. Locations, facilities, and restrictions on use.
- (4) Water. Ports and beaches in use and to be placed in use; and facilities and restrictions on shipping. (Separate subparagraphs for ocean, coastal, and inland waterways.)
- (5) Pipelines. Locations, size, capacities, and restrictions.
- (6) Air. Policies, airfields, and capacities available.
- (7) Transportation movements. Instructions for management of the movement capability.
- (8) Responsibilities.
- c. Services.
 - (1) Organizations. Changes in composition of service groups, trains, and depots, and bivouacs and movement of unit trains. Include assignment or attachment of service units to subordinate units or commands.
 - (2) Technical services. List under each subparagraph pertinent service installations, stating location, operating units, and assignments to supported units. In addition, special missions, priorities, schedules, and limitations not covered in other orders may be assigned to service units in these subparagraphs. In some cases the subject technical services may be more simply divided by types (maintenance, construction, utilities, and real estate).
 - (a) Chemical. Decontamination, impregnation, and maintenance.
 - (b) Engineer. Construction, fire fighting, maintenance, procurement, real estate, reproduction, and utilities.
 - (c) Medical. Medical, dental, and veterinary service; laboratory service; spectacle service; special hospitalization, preventive medicine, health, and sanitation.
 - (d) Ordnance. Bomb disposal, inspection, maintenance, procurement, and waterproofing, and nuclear weapons maintenance and storage.
 - (e) Quartermaster. Bathing, fumigation of personnel and individual clothing and equipment, troop labor, laundry maintenance, personal effects service, petroleum laboratory, bakery, clothing exchange, procurement sales, and responsibility for salvage.
 - (f) Signal. Signal communication service, construction photography and maintenance.
 - (g) Transportation. Procurement, supply, and maintenance to include army aviation.
 - (3) Labor. Policies pertaining to the use, restriction and priorities for use of civilian (indigenous and US) and prisoner of war personnel are included in this paragraph.

5. MEDICAL EVACUATION AND HOSPITALIZATION

- a. Evacuation. List dispensaries and clearing stations, when indicated, stating opposite each its location, time of opening or closing, operating units, and units supported. Policies, estimated rates,

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(Classification)

and channels for evacuation of injured, sick, and wounded.

(Cover personnel, including prisoners of war and civilians.)

- b. Hospitalization. List hospitals (evacuation, station, general, field and convalescent), giving for each the location, time of opening or closing, and units supported, if appropriate. If a definitive policy for hospitalization of casualties due to radiation contamination or chemical or biological warfare has been established, this policy should be included in this paragraph.

6. MISCELLANEOUS

- a. Rear Area Boundaries. Locations--present and proposed.
- b. Headquarters. Locations of headquarters and instructions for movement, if required.
- c. Security. Instructions, protection and defense of installations, and priorities for protection of installations and facilities.
- d. Area Damage Control. Measures to reduce damage potential in logistical installations. Instructions pertaining to provision of support for area damage control operations. List by type of supply or branches of service immediate requirements for construction and other services, and allocation of labor. Include instructions pertaining to traffic control (may be issued as an overlay).
Instructions covering evacuation and hospitalization.
- e. Reports. Types of reports required, time due, and subject matter covered.
- f. Conservation of supplies. General instructions to all commanders to insure safeguarding, utilization, and maintenance of supplies to impress troops with the necessity for conservation.
- g. Effective date of plan.
- h. Responsibilities.

Acknowledgment instructions

Commander

Appendixes
Distribution
Authentication

(Classification)

Example 57. Quartermaster Annex to Army Administrative Order

(Classification)

Copy No. 4
 5th US Army
 BAD WILDUNGEN (NB0963), GERMANY
 120004 MAY 19__
 CX 493

Annex F (Quartermaster) to ADMINO 10.

References: Maps, GERMANY, 1:100,000, Sheets P 1-6, Q 1-6, R 1-6, S 1-6,
 T 1-6.

1. SITUATION

- a. Periodic Intelligence Report.
- b. Periodic Operations Report.
- c. Assumptions.

- (1) Chemical, biological, nuclear and radiological warfare will be employed by Aggressor.
- (2) Chemical and nuclear warfare will be employed by 5th US Army.
- (3) The troop strength of 5th US Army will not change materially for this operation.

2. MISSION. Provide Quartermaster support for assigned and attached troops 5th US Army sector.

3. EXECUTION

- a. 601st QM GP, ALTENKIRCHEN (MB0516); operate C1 I Dep, 608, 609, and Sup Pt 610; operate C1 II & IV Depot 607; operate C1 III Dep 612 and Sup Pt 613; operate troop labor pool for technical services as required in army sector.

- (1) 611th QM Bn, ALTENKIRCHEN

*	*	*	*	*	*	*
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- (5) 615th QM Bn, BUDINGEN (MB 2209)

*	*	*	*	*	*	*
---	---	---	---	---	---	---

- d. 651st QM Gp, FLECHTDORF (MB8887) * * * * *

*	*	*	*	*	*	*
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- e. Quartermaster technical intelligence detachments, perform mission as directed by Army Quartermaster.

4. ADMINISTRATION AND LOGISTICS

- a. Supply.

- (1) Levels.

- (a) Army depot system.

1. Class I--6 days.
2. Class II & IV--15 days.
3. Class III--8 days.

- (b) Supply points--1-3 days.

- (c) Alternate supply points--1 day.

- (d) Units. Class I: Authorized 1-day unit kitchens; 1-day division (or comparable supply).

- (2) Effort will be made to conserve C1 III during shortage in theater.

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- (3) Requisition for items not authorized by TA or TO&E, will be forwarded to army quartermaster office for approval.
 - (4) Corps and division trucks may receive Cl I direct from army transportation units at army supply points when practicable as per schedule established by commanding officer of supply points.
 - (5) Critical items.
 - (a) Spare parts, gasoline dispensing units.
 - (b) Jacket, field.
 - (c) Can corrugated, nesting, 32 gal.
 - (6) Alternate Supply Points (Open on order).
 - (a) Army: None.
 - (b) 1st Corps: LUMDA (MB9610).
 - (c) 2d Corps: BISCHOFFEN (MB6118).
 - (d) 3d Corps: AROLSEN (NB0192).
- b. Service.
- (1) Graves Registration.
 - (a) 607th QM Co (Gr Reg): CUBACH (MA5092) Allied dead only.
 - (b) Corps and Divisions will not operate cemeteries, unless an emergency situation warrants and then only upon approval of the army commander.
 - (2) Bakeries.
 - (a) 611th QM Co (Bakery), WISSEN; support troops army service area.
 - * * * * * *
 - (d) 605th QM Co (Bakery), FLECHTDORF; support 3d Corps.
 - (3) Laundry.
 - (a) 603d QM Co (Laundry), BUDINGEN; support troops army service area.
 - * * * * * *
 - (d) 623d QM Co (Laundry), HERINGHSN; support 3d Corps.
 - (4) Bath.
 - (a) 605th QM Co (Clothing Exch & Bath), BUDINGEN; support troops army service area.
 - * * * * * *
 - (d) 625th QM Bath Co (Smb1), HERINGHSN; support 3d Corps.
 - (5) Reclamation and Maintenance.
 - (a) 601st QM Co (Field Maint DS), BUDINGEN; support troops army service area.
 - * * * * * *
 - (d) 627th QM Co (Field Maint DS), HERINGHSN; support 3d Corps.
 - (6) Sales. 614th QM Co (Sales), ALTENKIRCHEN; support troops army service area.
 - (7) Clothing and General Supply. 613th QM Co (Clo and Gen Sup Dep), BUDINGEN (MB2209); support troops army service area.
 - (8) Refrigeration. 611th QM Co (Refrig), GEISTINGEN; support all Class I Supply Points and troops.

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(Classification)

5. SALVAGE. Army Salv Pt 616, OBEREIP (LB9120); corps, division and separate units evacuate to Class I supply point; Class I supply points evacuate to Sup Pt 616.
 6. COMMAND AND SIGNAL
 - a. Reports—Annex G (Quartermaster) to 5th US Army SOP.
 - b. Army Quartermaster, WETZLAR (MB6508).
- Acknowledge.

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Example 58. Engineer Annex to ADLOG Administration Order

(Classification)

Copy No. 3
ADLOG
VERDUN (FQ7547), FRANCE
100800 May 19__
LH 712

Annex C (Engineer) to ADMINO 15.

Reference: Map; FRANCE and GERMANY, AMS Series M562, M501, M508, ULM
1:250,000.

1. SITUATION. OPORD 10.
2. MISSION. ADLOG engr units provide const, sup, maint, map, ffgt, water, and real estate svc in spt of curr opn.
3. EXECUTION
 - a. 563d Engr Gp (Const), (MA3539) vic HEIDESHEIM.
 - (1) Perform asg const and rehabilitation. App 1, Construction Projects.
 - (2) Establish and operate WSP for spt of asg trp and provide limited quantity for local trp.
 - b. 564th Engr Gp (Const), (MV3751) vic LANDAU.
 - (1) Perform asg const and rehabilitation. App 1, Construction Projects.
 - (2) Establish and operate WSP for spt of asg trp and provide limited quantity for local trp.
 - c. 565th Engr Gp (Const), (FP9687) vic AUCOULEURS.
 - (1) Perform rd maint and minor miscellaneous const in AdvSec.
 - (2) Establish and operate WSP for spt of asg trp and provide limited quantity for local trp.
 - d. 566th Engr Gp (Const), (MV6161) vic SPEYER.
 - (1) Perform asg const and rehabilitation. App 1, Construction Projects.
 - (2) Establish and operate WSP for spt of asg trp and provide limited quantity for local trp.
 - e. 556th Engr Bn, (FQ8917) vic ST MIHIEL; provide gen maint for ADLOG units and back up spt for 10th Army fld maint co.
 - f. 579th Engr Co (Forestry), (FQ7628) vic THILLOMBOIS; sup rough lumber and timber rqmt of const trp.
4. SUPPLIES
 - a. Levels. SOP.
 - b. Resupply. Location of sup instl. Annex A (Admin Overlay) to ADMINO 15.
 - c. Regulated items. SOP.
 - d. Salvage. SOP.
 - e. Repair Parts. ADMINO 15.
 - f. Water Supply. ADMINO 15.

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(Classification)

5. SERVICES

- a. Maint of engr mech equip. Engr fld maint co spt local trp and 10th Army fld maint co for overflow. Depot maint will be reported to BALOG for evacuation instructions.
- b. Construction projects. App 1, Construction Projects.

6. MISCELLANEOUS

- a. Rept concerning loc of friendly or en minefields will be fwd in duplicate to reach this hq, ATTN: Engr, within 24 hrs.
- b. Captured enemy material, SOP.

Acknowledge.

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Maj Gen

Appendix: 1. Construction Projects.

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Copy No. 3
ADLOG
VERDUN (FQ 7547), FRANCE
100800 May 19__

FM 101-5

Appendix 1. (ADLOG Construction Projects) to Annex C (Engineer) to ADMINO 15

Project Number	Description of Project	Location	Miles	Per- cent Com- plete	Actual or Esti- mated Starting Date	Esti- mated Com- pletion Date	Units Assigned
1	RAILROADS (REHABILITATION) (LESS BRIDGES OVER THE RHINE)						
	A 16 52 mi of single line	FROM: HEIDESHEIM (MA3539)	52	19	9 May	16 May	563d Engr GP (Const)
	A 13 79 mi of single line	TO: STOCKSTADT (NA0537) FROM: (MV3751) vic LANDAU TO: EBERBACH (MV39979)	79	27	7 May	18 May	564th Engr GP (Const)
2	RAILROADS (BRIDGES)						
	A 15 Erect and install 150' span, E45 load, utilizing existing piers.	(MA4642) vic MAINZ		80	8 May	13 May	563d Engr GP (Const)
	A 14 Erect and install one 35' span & one 120' span, E45 load, utilizing existing piers.	(MV5553) via GERMERSHEIM		100	7 May	11 May	564th Engr GP (Const)
3	AIR FIELDS (USAF)						
	A 18 Fill, compact & resurface damaged runway to minimum operation standard	LANDSTUHL (LV9776)		90	6 May	13 May	566th Engr Gp (Hv Const)

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for tactical support troop carrier & cargo. (Operational as of D+60).

A 22 Repair & resurface 25000 sq yds of hardstand, 1/3M/Hr per sq yd. Repair 19000 sq yds of taxiway, 1/2M/Hr per sq yd. Repair structural steel & replace damaged sheet metal on hanger, 11500M/Hrs required.

*

*

A 40 Locate & construct an aircraft recovery strip approximately 10000' long. This strip to be located on the REICHSAUTOBAHN. 9900M/Hrs estimated troop effort required.

(MV1885) vic KAISERSLAUTERN (SEMBACH)

*

*

FROM: (MA6709)
TO: (MA7123)

80

5 May

14 May

566th Engr GP
(HV Const)

*

*

*

0

13 May

15 May

Not now
assigned

(Classification)

FM 101-5

Project Number	Description of Project	Location	Miles	Per- cent Com- plete	Actual or Esti- mated Starting Date	Esti- mated Com- pletion Date	Unit Assigned
4	REFRIGERATION A 32 Rehabilitation of existing ware- house building to be used for refrigeration storage ware- house. (16,400M/Hrs required).	METZ (KV9444)		20	9 May	26 May	565th Engr Gp (Const)

Acknowledge.

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Example 59. Medical Annex to Army Administrative Order

(Classification)

Copy No. 7
 5th U.S. Army
 BAD WILDUNGEN (NB0963), GERMANY
 12004 May 19__
 CX 291

Annex D (Medical) to ADMINO 10

References: Maps: GERMANY, 1:100,000 Sheets Pl-6, Ql-6, Rl-6, Sl-6, Tl-6.

1. SITUATION

- a. Periodic Intelligence Report.
- b. Periodic Operations Report.

2. MISSION. Provide medical support for all organizations and attached troops 5th (US) Army.

3. EVACUATION AND HOSPITALIZATION

- a. Evacuation Policy: 10 days.
- b. Units.

(1) 801st Med Gp, GROSSENLUDE (NB3805); open new CP vic SCHOTEN (NA0995) 0600 R-Day; select new loc for and move attached units during hours of darkness, reporting soonest time of opening at new loc with coordinates and time of closing at present loc; provide ambulance and forward air evacuation (Hcptr) for 1st corps divisions and unit aid stations; provide area medical service for army troops in 1st Corps service area.

- (a) 839th Surg Hosp (MA, FLADUNGEN (NA8198))
- 5401st Surg Det (KA)
- 5441st Shock Det (KC)

* * * * *

- (g) 813th Med Bn (sep), NIEDERJOSSA (NB4025)
- 223d Med Co (Clr) (Sep)
- 233d Med Co (Clr) (Sep)
- 263d Med Co (Amb) (Sep)
- 213th Med Co (Prev Med) (Sep)

- (h) 5890th Med Det (Hcptr Amb Unit) (RA), GROSSENLUDE
- (i) 5818th Med Intel Det (QA), GROSSENLUDE.

* * * * *

(4) 807th Med Grp, * * *

* * * * *

- (5) Evac Hosp (SM) provide hospitalization for all classes of patients within the combat zone; prepare patients for further evacuation as necessary; provide area medical service for local troops.

- (a) 817th Evac Hosp, HERCHENHAIN (NA1993); open present loc, 1400 R-1 Day.

* * * * *

- (v) 838th Evac Hosp, MARBURG (MB8328); closed, prepare to move or open on order.

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(Classification)

- (6) Surg Hosp (MA); provide hospitalization for nontransportable patients within combat zone; prepare patients for further evacuation.
 - (a) 843d Surg Hosp (MA), HORSCHLITT (NB7742); closed, prepare to move or open on order.
- * * * * *
- (d) 852d Surg Hosp (MA), OBERAULA (NB3334); closed, prepare to move or open on order.
- (7) Conv Ctr (Army or TALOG) provide facilities for the convalescent care and physical reconditioning of patients evacuated from 5th (US) Army med treatment facilities.
 - (a) 874th Conv Ctr, BUTZBACH (MA7787).
 - (b) 875th Conv Ctr, LAASPHE (MB5842).
 - (c) 876th Conv Ctr, SCHMALLENBERG (MB5067).
- (8) 867th Med Co (Prev Med) (Sep), BOTTENHORN (MB6327); provide technical supervisory personnel for the field, study, evaluate, and control environmental and other factors affecting the health and morale of troops in the army area.
- 5822d Prev Med Surv Det (LB).
- * * * * *
- 5858th Prev Med Ctl Det (LA).
- (9) Med Det (Hcptr Amb Unit) (RA); provide field medical evacuation service by air for casualties in the army area.
 - (a) 5893d Med Det (Hcptr Amb Unit), MARBURG (MB8328).
 - (b) 5894th Med Det (Hcptr Amb Unit) (RA), WETZLAR (NB6505).
 - (c) 5895th Med Det (Hcptr Amb Unit) (RA), WETZLAR.
- (10) 5801st Med Lab (Field), WETZLAR; conduct epidemiological investigations, surveys and studies with necessary laboratory work, including water analysis for 5th (US) Army.
- (11) Vet Food Insp Det Small (JA); provide veterinary food inspection service for 5th (US) Army.
 - (a) 5876th Vet Food Insp Det Small (JA), GROSSENLUDE (NB3805).
- * * * * *
- (d) 5879th Vet Food Insp Det Small (JA), WIDENHAUSEN (MB8528).
- (12) Disp (MC); provide outpatient medical service for local troops not provided with their own dispensary-type service.
 - (a) 5810th Disp (MC), WENINGS (NA1482).
- * * * * *
- (h) 5817th Disp (MC), ARNSBURG (MB3595).
- (13) Med Co (Hold); provide medical service holding facilities.
 - (a) 803d Med Co (Hold), ARNSBURG (MB3595).
 - (b) 804th Med Co (Hold), MARBURG (MB8328).
 - (c) 805th Med Co (Hold), BRILON (MB9470).
- (14) 841st Med Dep (Army), MARBURG: furnish medical depot support for 5th (US) Army.
 - 5610th Med Sup Det (FC).
 - 5612th Med Maint Det (GE).
 - 5614th Optic Det (Aug) (GA).
 - 5616th-5618th (3) Optic Det (Aug) (GB).

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- (15) 5802d Prof Svc (AG), BOTTENHORN (MB6327); perform missions as directed by the Army surgeon; provide specialized teams to medical facilities; perform necessary command and administrative functions for attached units.

5601st Blood Bank Lab Det (NA)

5602d-5606th (5) Blood Bank Bleeding Det (NB) (Ea 9)

5405th Surg Det (KA)

5409th Surg Det (KA)

5413th Surg Det (KA)

5414th-5424th (11) Surg Det (DA) (Ea 7)

5431st-5436th (6) Orth Det (KB) (Ea 7)

5445th Shock Det (KC)

5449th Shock Det (KC)

5453d-5460th (8) Shock Det (KC) (Ea 4)

5461st-5463d (3) Maxillofac Det (KD) (Ea 7)

5471st-5473d (3) Neurosurg Det (KE) (Ea 7)

5481st-5486th (6) Thor Det (KF) (Ea 7)

5501st-5504th (4) Gas Det (KG) (Ea 13)

5511th-5518th (8) Dent Svc Det (KJ) (Ea 39)

5521st-5524th (4) Dent Pros Det (KK) (Ea 4)

5525th-5530th (6) Dent Oper Det (KI) (Ea 2)

5531st-5532d (2) Psych Det (KO) (Ea 18)

5541st-5542d (2) Unit Mess Teams (CA) (Ea 4)

- c. Instructions. Maximum dispersion of medical installations commensurate with control.

4. ADMINISTRATION AND LOGISTICS

a. Supply.

(1) Supply Levels

(a) 841st Med Dep (Army), MARBURG (MB8328)

841st Med Dep (Army) (Alt),

BREIDENBACH (MB6238)

(b) Sup Pt 841-1, LAUTERBACH (NB2810)

(c) Sup Pt 841-2, HOLZHAUSEN (NB3053)

(d) Sup Pt 841-3, OBERMEISER (NB2199)

CLASSES II AND IV

MAX MIN

10 days 7 days

5 days 3 days

3 days 2 days

3 days 2 days

3 days 2 days

- (2) In addition to supplies prescribed in paragraph (1) above, the following dispersion stocks are on hand at places indicated. These stocks will be maintained intact and issued only on order of the army surgeon.

LOCATION

GAMBACH (MA7990)

FROHNHAUSEN (MB7447)

NUTTLAR (MB5992)

GAMBACH (MA7990)

FROHNHAUSEN (MB7447)

NUTTLAR (MB5992)

CLASSES II AND IV

3 days

5 days

5 days

One Evac Hosp and one Surg Hosp assembly complete

One Evac Hosp and one Surg Hosp assembly complete

One Evac Hosp and one Surg Hosp assembly complete

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b. Maintenance and Evacuation.

- (1) Medical equipment requiring maintenance beyond the capabilities of using unit will be evacuated to supporting supply point or depot.
- (2) Field maintenance by Med Dep 841.
- (3) Equipment requiring more extensive maintenance will be evacuated to supporting TALOG depot.

c. Captured Enemy Medical Supplies.

- (1) Captured enemy medical supplies will be turned in to the 841st Med Dep or nearest medical supply point for reissue in accordance with POW or civil affairs requirements.
- (2) Captured enemy medical material determined to have intelligence value will be returned through maintenance evacuation channels.

d. Resupply.

- (1) Replacement factors as prescribed in Appendix 1 (Resupply Factors), and SB 8-39, 30 November 1955.
- (2) Resupply to Med Dep 841 by TALOG SOP.
- (3) Resupply to supply points daily by Med Dep 841 based on stock status reports.
- (4) Resupply of spare parts by requisitions as required.

e. Evacuation.

- (1) Rail.
 - (a) By TALOG as required through army surgeon.
 - (b) Holding companies established at railheads and air strips.
- (2) Air. By TALOG as required through army surgeon.
- (3) Location of railheads and airfields. Annex H (Transportation) to ADMINO 10.

5. COMMAND AND SIGNAL

a. Reports—Annex D (Medical) to 5th (US) Army SOP.

b. Army surgeon, WETZLAR (NB6505).

Acknowledge.

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Appendixes: 1—Resupply Factors (Omitted)
2—Regulated Items (Omitted)
3—Dental (Omitted)

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(Example 60—foldin at back of book.)

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Example 61. Transportation Annex to Army Administrative Order

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Copy No. 6
 5th (US) Army
 BAD WILDUNGEN (NB0963), GERMANY
 120004 May 19__
 CX 891

Annex H (Transportation) to ADMINO 10.

References: Maps, GERMANY, 1:100,000 Sheets Pl-6, Ql-6, Rl-6, Sl-6, Tl-6.

1. SITUATION

- a. Periodic Intelligence Report.
- b. Periodic Operations Report.
- c. TALOG furnish necessary transportation service in support of 5th (US) Army.
- d. 9th Air Force furnish necessary air transportation service in support of 5th (US) Army.

2. MISSION

Transportation Corps units provide transportation service support for assigned and attached troops 5th (US) Army and transportation service support for Air Force units to base level.

3. EXECUTION

- a. 402d Trans Gp (Trk), MESCHEDE (MB5089), furnish highway transportation service as directed.
 - (1) 417th T Bn (Trk), GREVENSBRUCK (MB3167).
 - (2) 420th T Bn (Trk), MESCHEDE.
 - (3) 421st T Bn (Trk), GIESSEN (MB7705).
 - (4) 422d T Bn (Trk), FRANKENBURG (MB8556).
- b. 403d Trans Gp (Trk), BAD WILDUNGEN (NB0963), furnish highway transportation service as directed.
 - (1) 423d T Bn (Trk), BAD WILDUNGEN.
 - (2) 427th T Bn (Trk), HANAU (MA9453).
 - (3) 428th T Bn (Trk), WETZLAR (MB6502).
- c. 405th T Gp (TAAM & Sup), KLEINSEELHEIM (MB9228), furnish field maintenance and supply support for army fixed and rotary wing aircraft as required.
 - (1) 410th T Bn (TAAM and Sup, DS), HOHENWEPEL (NC1010).
 - (2) 411th T Bn (TAAM and Sup, DS), MALSTED (NB3860).
 - (3) 413th T Bn (TAAM and Sup, DS), NDR-ENSE (MB9077).
 - (4) 412th T Bn (TAAM and Sup, DS), HUNFELD (NB5415).
 - (5) 415th T Bn (TAAM and Sup, GS), NEIDERWEIMAR (MB8021); operate Dep 415, MARBURG (MB8259), C1 ILA and IVA items only; 10 day level; operate Dep 415 (Altn), BONN (LB6925); 5 day level; open on order; support all army aircraft maintenance units.
- d. 110th T Bn (Transport Acft).
 - (1) Annex F (Army Aviation) to OPORD 9.
 - (2) Administrative support.
- e. 425th T Bn (Trk) vic GRUNBERG (MB9705), atch to 1st Corps eff 1300 R-Day.
- f. 426th T Bn (Trk) vic HERCHENHAIN (NA1892), atch to 1st Corps eff 1300 R-Day.

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- g. 424th T Bn (Trk) vic ZIEGENHAIN (NB1549), atch to 2d Corps eff 1300 R-Day.
 - h. 418th T Bn (Trk) vic BRILON (MB7094), atch to 3d Corps eff 1300 R-Day.
 - i. 419th T Bn (Trk) vic MEDEBACH (MB7972), atch to 3d Corps eff 1300 R-Day.
 - j. 450th T Gp (Mov Control), BAD WILDUNGEN (NB0963). Allocate control and regulate transportation movement services within army area. Responsible for operation of field transportation offices, rail-heads, regulation points and maintain liaison with technical services.
 - k. 430th T Co (Car), BAD WILDUNGEN; support Hq 5th (US) Army.
 - l. 5460th Trans Det (Combat Intell), BAD WILDUNGEN; 2 teams 402d Trans Gp and 403d Trans Gp (Trk).
 - m. 5460th Trans Det (Strategic Intell), BAD WILDUNGEN; 1 team 5th (US) Army Transportation Section.
 - n. Alternate CPS and dispersal areas will be selected and maintained.
 - o. Units be prepared to perform secondary mission as infantry.
 - p. All transportation corps units will be prepared to relocate on order.
 - 4. ADMINISTRATION AND LOGISTICS
 - a. Supply.
 - (1) Supply Levels.
 - (a) Primary depot—10 days.
 - (b) Secondary depot—5 days.
 - (2) Regulated Items.
 - (a) All aircraft.
 - (b) All engines, gearboxes, and transmissions.
 - (3) Resupply.
 - Requisition schedule—10th and 25th day each month; aircraft out of commission for parts, requisition as necessary.
 - b. Service.
 - (1) 430th T Co (Car), BAD WILDUNGEN, 5th (US) Army.
 - (2) Transportation of Supplies and Personnel, Annex I, 5th (US) Army SOP.
 - (3) Loading and unloading is responsibility of the shipping or receiving agency.
 - 5. COMMAND AND SIGNAL
 - a. Reports. Annex I (Transportation), to 5th (US) Army SOP.
 - b. Army Transportation Officer, WETZLAR (MB6508).
- Acknowledge.

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Appendix: 1—Railheads (omitted)

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Example 62. Civil Affairs Annex to Army Administrative Order

(Classification)

Copy No. 6
 10th Army
 HOMBURG (LV7963), GERMANY
 110800 May 19__
 KR 69

Annex D (Civil Affairs) to ADMINO 7

References: Map; FRANCE and GERMANY, AMS Series M562, M501, M508,
 UTM, 1:250,000

1. SITUATION

- a. Enemy forces. Annex A (Intelligence) to OPORD 6.
- b. Friendly forces. OPLAN 1.
- c. Attachments and detachments. None.
- d. Area intelligence.
 - (1) Theater Intelligence Estimate and Surveys. (Omitted).
 - (2) United States National Intelligence Surveys (NIS) and other finished intelligence documents. (Omitted).
 - (3) Approximately 15% of the 2.1 million persons in the present 10th Army area are needy and require some relief assistance.
- e. Assumptions.
 - (1) Assumptions included in OPLAN 1.
 - (2) Aggressor has not eliminated all organizations and leaders capable of offering a threat to his forces.
 - (3) Aggressor sponsored government is capable of going underground in the event of liberation and of opposing subsequent operations by guerrilla and subversive activities.
 - (4) Objective areas will suffer moderate to heavy devastation prior to liberation.
 - (5) German civil authorities will be capable of operating and maintaining friendly governments appropriate to the areas liberated and turned over to them by the US forces.
 - (6) Approximately 25 percent of the estimated 10 million persons in the areas to be liberated in the zone of the 10th Army advance will be needy and require some relief assistance.

2. MISSION

10th Army Civil Affairs (CA) organization supports 10th Army operations. It assists in maintaining law and order, and reestablishes, and supports friendly echelons of government appropriate to the area in accordance with Theater CA policies, directives, and existing civil affairs agreements. It also assists in the rehabilitation of the local population, government, and economy as permitted within the availability of local resources and US supplies.

3. EXECUTION

- a. Concept of operation.
 - (1) Under appropriate staff supervision and pursuant to stated objectives and policy, CA units will conduct operations to restore law, order, and civil agencies in the area, to the

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- recognized government of Germany. CA units assisted by local governmental agencies and police will control refugees in combat area and report availability of local resources.
 - (2) During the combat phase, a standard of living for civilians will not be established in excess of essential minimum when contributions thereto must come from US resources.
 - (3) CA organization will provide such assistance to, or influence upon, local or other governmental organizations and echelons as may be required to reestablish or maintain law, order, and government.
 - (4) During the operation, primary concern of CA officer will be directed toward sociological aspects of the activity, with secondary and tertiary concern given to problems of local government and economy.
 - (5) In the absence of specific policy, principles for the conduct of CA activities, set forth in FM 41-5 and FM 101-5, may be employed initially to plan for and conduct CA activities.
 - (6) Area support units will be called forward as required in accordance with the Theater CA Plan for their deployment.
 - b. 1st Corps. Establish civil affairs control in ASCHAFFENBERG (NA1136) and areas not specifically delegated to the control of division commanders.
 - c. 2d Corps. Establish civil affairs control in BAD MERGENTHEIM (NV5772) and areas not specifically delegated to control of division commanders.
 - d. Delegation of authority.
 - (1) Area authority for the conduct of CA operations is delegated to corps and committed division commanders in respective areas.
 - (2) Divisions in corps and army reserve may be required to assist CA units, but specific area authority is not delegated when divisions are so employed.
 - (3) Commanders exercising authority for CA matters will establish and maintain checklists dealing with policy matters to insure timely requests for decisions.
 - e. Coordinating instructions.
 - (1) Normal command channels on all CA matters which affect policy, tactical operations, or security of troops.
 - (2) Report locations and primary points of contact with civil authorities.
 - (3) Establish tactical and administrative boundaries in conformity with local and political subdivisions, to maximum extent practicable.
4. ADMINISTRATION AND LOGISTICS
- a. ADMINO 7.
 - b. Civilian relief.
 - (1) Each committed division will carry, in CA unit transportation, five tons additional military rations (Class I) for use as relief supplies.

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- (2) Each committed division will carry, in transportation allotted CA units, one ton additional medical supplies for use as relief supplies.
- (3) Civil agencies, under CA supervision, will be used for distribution of relief supplies.

c. Governmental.

- (1) Governmental affairs. Commanders will establish and utilize, insofar as possible, local government agencies and officials. Aggressor appointed, or politically compromised, officials and agencies will be suspended or removed. Replacement and reorganization of governmental structure will be in accordance with Civil Affairs Agreement, US and NATO war objectives.
- (3) Public order and safety. Commanders will utilize, within security limits, existing public safety organizations in coordination with recognized civil authorities, and will coordinate local and civil defense plans with military rear area security and rear area damage control plans. Under no circumstances will Aggressor public security agencies and personnel be utilized.

d. Economic.

- (1) Commanders will limit military assistance in combat operations to preservation of law and order measures, and to rehabilitation which will assist military operations. In the post-combat phase, military effort may be directed toward restoration. Detailed supervision will be delegated to civil authorities.
- (2) Commerce and industry. Encourage local production of items essential to prevent disease and unrest, and such other production, dictated by the availability of raw materials and labor.
- (3) Food and agriculture. Provide maximum practical military assistance to agricultural production with control and supervision through friendly civil officials. Utilization of food production and processing facilities, including local procurement of food supplies for military use, will be generally avoided when such use or procurement depletes or reduces local supplies and capabilities to the extent where US logistic support becomes necessary.
- (4) Price control and rationing. Price control and rationing system and agencies will be retained in effect. Delegation of responsibility for price control and rationing to civil officials will be accomplished as soon as possible.
- (5) Property control.
 - (a) Identification and determination of ownership of property will be in accordance with Civil Affairs Agreement.
 - (b) Military use of private property will be in accordance with Civil Affairs Agreement.
 - (c) Property other than that belonging to local owners will be under control of the CA organization.

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- (d) Institute procedures to prevent removal of controlled property from the area.
- (6) Public finance. Commanders will establish safeguards, in conjunction with civil officials, to prevent the acquisition of public funds by unfriendly forces, and will endeavor to protect value of currency by preventing unauthorized practices.
- (7) Civilian supply.
 - (a) In a mobile situation, US supplies for civilian use will be limited to prevention and mitigation of disease, starvation and unrest.
 - (b) Reestablish as required, and assist civil authorities, in controlling local organizations for administration and distribution of civilian relief supplies.
 - (c) Control of relief contributions and personnel from other than local sources as directed by Theater Commander.
- (8) Labor. Commanders will accord maximum respect for local laws and practice, consistent with the military situation.
- e. Sociological.
 - (1) Public health. Commanders initially will take steps necessary to protect health of military forces, prevent undue suffering and distress, and will assist civil authorities in public matters.
 - (2) Public welfare. Delegate, as soon as possible, control and supervision of local welfare agencies to civil authorities.
 - (3) Public education. Schools will be closed initially and control and supervision of education will pass to civil authorities as soon as practicable.
 - (4) Public works and utilities.
 - (a) Military concern limited to minimum authorized use.
 - (b) Construction of repairs limited to local material resources unless required for military operations or to prevent disease or unrest.
 - (c) Rehabilitation other than that necessary for military operations limited to post-combat phase.
 - (5) Public transportation.
 - (a) Maximum military assistance in rehabilitation of public transportation facilities essential for military purposes.
 - (b) Military utilization established where appropriate by Civil Affairs Agreement.
 - (c) Surrender of authorized military use as soon as situation permits.
 - (6) Public communications. Commanders will give priority for military purposes and establish essential controls to insure security and safety of military operations.
 - (7) Displaced persons.
 - (a) Commanders direct handling and evacuation of displaced persons.
 - (b) Standards of care will be those required to prevent disease and unrest to prejudice of military mission.

(Classification)

(Classification)

- (c) Local authorities and economy will be utilized for care and support of displaced persons turned over to them by US forces. US assistance authorized when civilian capability to provide care and maintenance is exceeded or overburdened.
- (8) Civil information. CA organization supervises and controls public information activities, utilizing existing civilian facilities and friendly civil officials.
- (9) Arts, monuments and archives.
 - (a) Maximum protection to arts, monuments and archives consistent with military mission.
 - (b) Care and preservation is a function of civil authorities.
 - (c) Commanders will enforce measures safeguarding centers holding cultural property.
- (10) Cultural relations.
 - (a) Within the requirements of military situations, maximum respect for customs, traditions, and desires of the civilian population.
 - (b) Use of churches and religious institutions for military purposes prohibited.
 - (c) Matters pertinent to religious welfare of civilian communities will be coordinated with command chaplains.
- f. Miscellaneous.
 - (1) Civil Affairs Handbook for Germany (omitted).
 - (2) SOP, Civil Affairs, 10th Army.
 - (3) Theater Civil Affairs Directive, Germany (omitted).
 - (4) NATO Status of Forces Agreement. Distributed as needed.
- 5. COMMAND AND SIGNAL
 - a. Annex C (Signal) to OPLAN 1. (Omitted).
 - b. Command. CA units located insofar as possible in principal cities of political subdivisions.

Acknowledge.

ARCHER
Lt Gen

Appendixes: * * *
Distribution: * * *
OFFICIAL:
/s/ Arnold
ARNOLD
G5

(Classification)

Example 63. Air Supply Annex to Armored Division Administrative Order

(Classification)

Copy No. 5
23d Armd Div
DARMSTADT (CB8509), GERMANY
131200 May 19__
ZED 106

Annex B (Air Resupply) to ADMINO 10

Reference: Map, GERMANY, 1:100,000, FRANKFURT-MANNHEIM:
GERMANY, 1:250,000, KAISERSLAUTERN—MAINZ

1. GENERAL
 - a. 4th Allied TAF will provide logistical support for this operation.
 - b. Selection and marking of landing zones and drop zones in accordance with div SOP.
 - c. Priority for aerial resupply to CCA and CCB initially.
 - d. Request for aerial resupply to DLCC. Requests for emergency resupply to DLCC.
2. CONTROL AND COMMUNICATION
 - a. Control of division aircraft employed for aerial resupply by div avn O.
 - b. Scheduling of division aircraft employed for aerial resupply by transportation officer.
 - c. Four liaison teams (troop carrier) will be provided to 23d Armd Div to assist in control of air movement during supply operation by troop carrier units of 4th Allied TAF. One team will be attached to each CC and div tn. Transportation and communication equipment for these teams will be provided by the headquarters to which attached. Teams will arrive in the division area by 131800 May 19__.

Acknowledge.

KEENE
Maj Gen

Distribution: A

OFFICIAL:

/s/ Hurley
HURLEY
G4

(Classification)

APPENDIX VI

STAFF RECORDS, REPORTS AND STUDIES

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Section I. STAFF RECORDS

Example 64. Staff Section Journal.

(Classification)¹

DAILY STAFF JOURNAL OR DUTY OFFICER'S LOG (AR 220-346 & FM 101-5)					PAGE NUMBER --1	NUMBER OF PAGES 2
ORGANIZATION OR INSTALLATION			LOCATION	PERIOD COVERED		
G1 Section HQ, 72d Inf Div			IMPSHI, IRAQ	FROM		TO
				HOUR	DATE	HOUR
				0001	21 Nov 19__	2400 21 Nov 19__
ITEM NR	TIME		INCIDENTS, MESSAGES, ORDERS, ETC.	ACTION TAKEN		
	IN	OUT				
*	*		* * *	*	*	
6		0710	G1--To stf meeting. Returned 0730.			
7	0730		JA--Submitted rept on courts-martial cases tried during the past week.	S--F		
8		0738	G4--CofS approved req to employ 100 civ in tech svc units in div rr area.	S		
9	0750		G1, 30th Army--Div quota of 250 spaces at theater lv fac for Dec.	S--T		
*	*		* * *	*	*	
11	0900		AG--100 repl rec yesterday and 200 repl are expected today.	G3--CofS		
12	1016		PM--Submitted rept on stragglers redirected during past week.	S--F		
13	1047		CG--No civ will be employed fwd of the div trains.	S--T		
14	1130		G1, 1st Corps--Stf visit concerning various G1 matters.			
*	*		* * *	*	*	
21	1500		G1, 1st Corps--New loc of fwd repl bn.	M--S--T		
22	1600		CofS--Div comdr announced that all off commissioned through battlefield appointment will be asg to their present bn and may be asg to their present co when vacancy exists.	S--T		
23	1700		AG--A large nr of the 100 repl rec yesterday arrived with eqp shortages.	G3, G4, CofS G1, 1st Corps		
*	*		* * *	*	*	
LEGEND M - Situation map. S - Staff distribution. T - Distribution to troops. F - File.						
TYPED NAME AND GRADE OF OFFICER OR OFFICIAL ON DUTY					SIGNATURE	

DA FORM 1 DEC 55 1594

67752

(Classification)¹¹The classification will be stamped at the top and bottom of each page.

Example 64. Staff Section Journal.

Example 65. Staff Section Worksheet

(Classification) 2

G1 WORKSHEET

From: _____
hour and date

To: _____
hour and date

Headquarters: _____

Place: _____

(Classification) 2

1. Strengths
2. Replacements
3. Military Personnel Procedures
4. Civilian Personnel
5. Prisoners of War
6. Morale and Personnel Services
7. Graves Registration
8. Discipline, Law and Order
9. Headquarters Management
10. Miscellaneous

9-4728

1 The example illustrated is one used by a personnel section. Worksheets used by other staff sections will be indexed to fit the needs of the particular section.

2 The classification will be stamped at the top and bottom of each page.

Example 65. Staff Section Worksheet.

Section II. REPORTS

Form 18. Operational Situation Report

(Classification)

(Omit subparagraphs not applicable)

Issuing headquarters

Place of issue

(may be in code)

Date-time group

(to include month and year)

Situation Report No. _____

Period Covered: (date and time to date and time).

Reference: Maps (country, scale, and sheet numbers of maps).

1. ENEMY

- a. Units in contact.
- b. Enemy reserves which can affect the accomplishment of unit mission.
- c. Brief description of enemy activity during period covered by report.
- d. Brief estimate of enemy strength, material means, morale, and his probable knowledge of our situation.
- e. Conclusions covering courses of action open to enemy.

2. OWN SITUATION

- a. Location of forward elements.
- b. Location of units, headquarters and boundaries.
- c. Location of adjacent units and supporting troops.
- d. Brief description and results of operations during period of report.

3. ADMINISTRATION

General statement of the administrative situation, if other than normal, as it directly affects the tactical situation.

4. GENERAL

Commander

Annexes:

Distribution:

Authentication:

NOTES:

1. The detailed written report is normal at division headquarters and above. The message form of the report is normal at lower headquarters.

2. When reports have already been submitted giving the required detailed information, reference may be made in the appropriate paragraph of the situation report, e.g., under paragraph 1, the following may be inserted "see Intelligence Summary No. _____."

3. Changes in the situation which have occurred since the last report will be reported. When there is no change, this should be so stated.

4. For clarity and brevity, use overlays.

5. It is common practice to report statistical data for short periods by means of coded headings in an abbreviated form of report.

(Classification)

(Classification)

6. Authorized abbreviations may be used, as applicable, except when operating with allied forces.

7. Situation reports are sent by the fastest possible means. If transmitted orally, they should be confirmed in writing.

8. Situation reports are numbered consecutively through the entire campaign.

(Example 66—foldin at back of book.)

(Classification)

Form 19. Periodic Personnel Report

(Classification)

(Omit paragraphs and subparagraphs not applicable)

Issuing headquarters

Place of issue

(may be in code)

Date/time group

(to include month and year)

Periodic Personnel Report No. _____

Period covered: (date and time to date and time).

Reference: Maps (country, scale, and sheet numbers of maps) or charts.

Disposal Instructions: (If any—e.g., DESTROY WITHIN 48 HOURS OF RECEIPT).

1. MAINTENANCE OF UNIT STRENGTHS

- a. Strengths. Authorized and assigned strengths at close of period, and location of units (assigned and attached units listed separately). Gains during period: replacements, hospital returnees, and others. Losses during period: battle and nonbattle losses; losses of key officer and enlisted personnel.
- b. Replacements. Requisitions outstanding; qualifications, and status of replacements.

2. PERSONNEL MANAGEMENT

- a. Military personnel. Discussion of any unusual situations or problems concerning classification, assignment, promotion, transfer, reclassification, demotion, elimination, retirement, separation, rotation, and management of personnel as individuals.
- b. Civilian personnel. Numbers and uses of civilians employed by the unit.
- c. Prisoners of war. Numbers of prisoners of war captured during period (listed by capturing units), and comments on any unusual events or conditions.
- d. Civilian internees. Number, disposition, unusual events or conditions.

3. DEVELOPMENT AND MAINTENANCE OF MORALE

- a. Morale and personnel services. Concise statement of status of morale within units, including factors contributing toward good and poor morale conditions; tabulation of personnel visiting leave centers and personnel receiving awards and decorations; and summary of other personnel services provided.
- b. Graves registration. Burials completed and dead awaiting burial (own and enemy); numbers of dead including identified and unidentified; and location of cemeteries and burial sites.

4. MAINTENANCE OF DISCIPLINE, LAW AND ORDER. Military discipline, military justice, comments on straggling, and any unusual problems concerning an order.

(Classification)

(Classification)

5. HEADQUARTERS MANAGEMENT. Displacements, standards of shelter throughout the area, and use by the headquarters of private and nonmilitary public buildings.
6. MISCELLANEOUS. Important engagement participated in, and names of individuals distinguishing themselves in such engagements. Add (as an annex) photographs of personnel and important scenes or events bearing on personnel activities.

Commander

Annexes
Distribution
Authentication

(Classification)

Example 67. Periodic Personnel Report, Infantry Division

(Classification)

20th Inf Div
 OJWAKE (6545), JAPAN
 061300 Jul 19__

Periodic Personnel Report No. 18

Period covered: 281800 June to 051800 Jul 19__

Reference: Map, JAPAN, 1:50,000, CHITOSE—IWAMIZAWA

1. MAINTENANCE OF UNIT STRENGTHS

a. Strengths.

(1) Authorized and assigned strengths.

(a) Assigned units.

Unit	Location	Authorized strength				Assigned strength			
		Off	WO	EM	Agg	Off	WO	EM	Agg
Div Hq & Hq Co	6545	53	3	238	294	48	3	223	274
1st BG, 61st Inf	7353	67	3	1,286	1,356	54	1	1,190	1,245
2d BG, 62d Inf	6559	67	3	1,286	1,356	51	2	1,211	1,264
3d BG, 63d Inf	5658	67	3	1,286	1,356	48	3	1,277	1,328
4th BG, 64th Inf	6749	67	3	1,286	1,356	52	2	1,198	1,252
5th BG, 65th Inf	6050	67	3	1,286	1,356	55	1	1,252	1,308
Hq & Hq Btry, Div Arty	6257	20	2	184	206	20	2	155	177
1st How Bn, 45th Arty	7050	23	3	311	337	19	2	301	322
2d How Bn, 45th Arty	6259	23	3	311	337	19	3	295	317
3d How Bn, 45th Arty	5558	23	3	311	337	18	2	301	321
4th How Bn (SP), 45th Arty	6549	23	3	291	317	20	1	283	304
5th How Bn (SP), 45th Arty	5950	23	3	291	317	19	2	281	302
1st Rkt How Bn (HJ-8in) 46th Arty	5952	23	3	283	309	19	2	251	272
1st Med TK Bn, 1st Armor	6046	44	4	718	766	35	3	658	696
1st Recon Sq, 21st Cav	5353	30	4	577	611	27	2	561	590
20th Admin Co	6636	23	6	139	168	20	4	129	153
20th Avn Co	6546	76	1	180	257	65	1	147	213
20th Engr Bn	6648	40	4	741	785	38	3	735	776
20th Med Bn	6149	34	1	266	301	32	1	258	291
20th Ord Bn	6744	20	9	308	337	19	8	278	305

(Classification)

(Classification)

Unit	Location	Authorized strength				Assigned strength			
		Off	WO	EM	Agg	Off	WO	EM	Agg
20th QM Co	6742	9	1	155	165	9	1	148	158
20th Sig Bn	6445	24	4	506	534	22	3	487	512
20th Trans Bn	6645	24	5	492	521	20	3	472	495
Hq & Hq Det, Div Tn & Band	6646	8	1	60	69	8	0	57	65
Total		878	78	12,792	13,748	737	55	12,148	12,940

(b) Attached units.

Unit	Location	Authorized strength				Assigned strength			
		Off	WO	EM	Agg	Off	WO	EM	Agg
CA Plat	6636	10		32	42	9		30	39
Mil Intel Det	6545	16	4	41	61	14	2	40	56
2d Med Tk Bn, 241st Armor	7150	41	4	674	719	38	3	616	657
Total		67	8	747	822	61	5	686	752

(2) Gains during period.

(a) Assigned units.

Arm or service	Replacements			Hospital returnees			Others		
	Off	WO	EM	Off	WO	EM	Off	WO	EM
Inf	39	0	380	14	1	135	0	0	14
Arty	7	0	82	2	0	27	0	0	7
Engr	1	0	42	0	0	2	0	0	0
Armor	1	0	18	2	0	18	0	0	0
QM	0	0	0	0	0	2	0	0	2
Ord	0	0	0	0	0	1	0	0	0
MP	0	0	3	0	0	0	0	0	3
Trans	0	0	0	1	0	3	0	0	0
Total	48	0	525	19	1	188	0	0	26

(Classification)

(Classification)

(b) Attached units. None

(3) Losses during period.

(a) Assigned units.

1. Battle losses

Number of losses

	Off	WO	EM
(a) Killed in action	17	0	212
(b) Died of wounds or injuries received in action	1	0	5
(c) Wounded or injuries in action	38	0	502
(d) Missing in action	3	0	63
(e) Captured	0	0	2

Total	59	0	784
-------	----	---	-----

Number of losses

2. Nonbattle losses

	OFF	WO	EM
(a) Disease	9	2	280
(b) Injuries not resulting from enemy action	2	0	87
(c) Nonbattle dead	0	0	3
(d) Nonbattle missing	0	0	4

Total	11	2	374
-------	----	---	-----

3. Administrative losses

(a) Transfer	3	2	31
(b) Rotation	10	2	155
(c) Other	1	0	6

Total	14	4	192
-------	----	---	-----

4. Key personnel losses during period.

<u>Name</u>	<u>Rank</u>	<u>Position occupied</u>	<u>Nature of loss</u>
James A. Brown	Col	Co, 1st BG, 61st Inf	KIA

(b) Attached units.

1. Battle losses

	OFF	WO	EM
(a) Killed in action	1	0	6
(b) Died of wounds or injuries received in action	0	0	1
(c) Wounded or injuries in action	1	0	17
(d) Missing in action	0	0	3
(e) Captured	0	0	0

Total	2	0	27
-------	---	---	----

2. Nonbattle losses.

(a) Disease	0	0	3
(b) Injuries not resulting from enemy action	0	0	1
(c) Nonbattle dead	0	0	1
(d) Nonbattle missing	0	0	0

Total	0	0	5
-------	---	---	---

(Classification)

(Classification)

3. Administrative losses. None.

4. Key personnel losses during period. None.

b. Replacements.

(1) Requisitions outstanding. Requisitions for 95 officers, 15 warrant officers, and 1,145 enlisted men were outstanding at the close of the period.

(2) Comments. Officer and enlisted replacements received during this period possess the necessary physical and technical qualifications. Replacements necessary to keep units up to authorized strength have not been received.

2. PERSONNEL MANAGEMENT

a. Military personnel.

(1) Personnel who have been certified by medical officers as unfit for general service and have been given physical profile C continue to be returned to the div. Tactical units have absorbed as many of these returnees as possible; others have been reassigned to service units within the division. The div has reached its saturation point in this regard. It is urgently recommended that physically unfit personnel not be returned to their units within the division.

(2) Officer promotion and appointment.

(a) Maj to Lt Col	1
(b) Capt to Maj	2
(c) 1st Lt to Capt	11
(d) 2d Lt to 1st Lt	19
(e) Battlefield appointment	1

Total 34

(3) Two officers have been relieved from duty for inefficiency.

b. Civilian personnel.

The div has employed an average of 200 indigenous personnel for general labor on road construction and similar projects.

c. Prisoners of war.

(1) Enemy captured during period

	OFF	WO	EM
(a) 1st BG, 61st Inf	11	0	320
(b) 2d BG, 62d Inf	2	1	77
(c) 3d BG, 63d Inf	7	1	177
(d) 4th BG, 64th Inf	12	0	198
(e) 5th BG, 65th Inf	8	0	101
(f) 1st Med Tk Bn, 1st Armor	0	0	31
(g) 1st Recon Sq, 21st Cav	1	0	27
(h) 2d Med Tk Bn, 241st Armor	0	0	14

Total 41 2 945

(2) Comments. During the period 2-4 July, no prisoners of war were evacuated by army. This has placed a burden on the div.

(Classification)

(Classification)

3. DEVELOPMENT AND MAINTENANCE OF MORALE

a. Morale and personnel services.

- (1) Morale is excellent in all units except the 2d BG, 62d Inf.

Assignment of recently arrived, experienced company commanders to this unit should improve its condition.

- (2) Personnel visiting 30th Army leave center.

OFF	WO	EM
6	1	173

- (3) Decorations awarded.

- (a) Distinguished Service Cross.

1st BG, 61st Inf

OFF	WO	EM
0	0	1

Total	0	0	1
-------	---	---	---

- (b) Silver Star.

1st BG, 61st Inf

2d BG, 62d Inf

3d BG, 63d Inf

5th BG, 65th Inf

Div Arty

1st Recon Sq, 21st Cav

OFF	WO	EM
1	0	1
0	0	1
1	0	0
0	0	2
1	0	0
0	0	2

Total	3	0	6
-------	---	---	---

- (c) Bronze Star.

1st BG, 61st Inf

2d BG, 62d Inf

3d BG, 63d Inf

4th BG, 64th Inf

5th BG, 65th Inf

Div Arty

20th Sig Bn

20th Trans Bn

OFF	WO	EM
4	1	8
2	0	7
1	0	6
1	0	14
3	0	9
1	0	2
0	0	1
0	0	1

Total	12	1	48
-------	----	---	----

- (d) Purple Heart.

1st BG, 61st Inf

2d BG, 62d Inf

3d BG, 63d Inf

4th BG, 64th Inf

5th BG, 65th Inf

Div Arty

1st Med Tk Bn, 1st Armor

1st Recon Sq, 21st Cav

20th Sig Bn

20th Trans Bn

2d Med Tk Bn, 241st Armor

7	0	82
9	0	79
4	0	81
3	0	80
11	0	128
1	0	9
1	0	15
0	0	14
0	0	3
1	0	2
1	0	7

Total	38	0	500
-------	----	---	-----

(Classification)

(Classification)

- (4) See Annex B (Decorations) for names of individuals receiving awards.
- (5) Postal services have improved since last reporting period and are now satisfying all requirements adequately.
- (6) Bath, laundry, and clothing exchange service has been adequate. However, the tactical situation has prevented 2d BG, 62d Infantry from using the services during reporting period.

b. Graves registration.

- (1) Deceased personnel processed by 20th QM Co.

Unit	OFF	WO	EM
1st BG, 61st Inf	4	0	47
2d BG, 62d Inf	0	0	37
3d BG, 63d Inf	4	0	34
4th BG, 64th Inf	2	0	21
5th BG, 65th Inf	5	0	62
1st Med Tk Bn, 1st Armor	0	0	4
1st How Bn, 45th Arty	1	0	2
1st Rkt How Bn (HJ-8in), 46th Arty	0	0	4
1st Recon Sq, 21st Cav	1	0	7
20th Trans Bn	0	0	2
2d Med Tk Bn, 241st Armor	1	0	1

Total	18	0	221
-------	----	---	-----

- (2) See Annex (Burials) for individual names.

4. MAINTENANCE OF DISCIPLINE, LAW AND ORDER.

a. Discipline.

	OFF	WO	EM
(1) Absent without leave	0	0	10
(2) Desertion	0	0	2
(3) Looting	0	0	1
(4) Self-inflicted wounds	0	0	7
(5) Other	1	0	3

Total	1	0	23
-------	---	---	----

b. Justice.

- (1) Courts martial

	OFF	WO	EM
(a) General	0	0	1
(b) Special	0	0	5
(c) Summary	0	0	7

Total	0	0	13
-------	---	---	----

- (2) Charges preferred

	OFF	WO	EM
(a) General	1	0	2
(b) Special	0	0	4
(c) Summary	0	0	16

Total	1	0	22
-------	---	---	----

(Classification)

(Classification)

c. Comments.

(1) There has been an increase in the incidence of self-inflicted wounds during the period. Strict disciplinary action is being taken.

(2) Efforts to prevent and control stragglers have been intensified. Straggler control was improved during the attacks occurring at the end of the period.

5. HEADQUARTERS MANAGEMENT. CP displaced 3 times, rear echelon once.

6. MISCELLANEOUS. During the period 28 June--1 July, the div was in corps reserve. During the period 2-5 July, the div has been attacking.

KAYHE

Maj Gen

Annexes: A--Burials (omitted)

B--Decorations (omitted)

Distribution: (omitted)

OFFICIAL:

/s/ Zecca

ZECCA

G1

(Example 68--foldin at back of book.)

(Classification)

Form 20. Periodic Intelligence Report. (PERINTREP)

(Classification)

Copy No.
Unit
Location
Date, time, group
Message Reference No. __

PERINTREP NO:

Period covered:

Reference: Maps or charts

Disposal instructions: (If any)

1. GENERAL ENEMY SITUATION. This paragraph contains a brief summary of enemy operations and may contain a reference to an annex showing potential nuclear targets developed or continuing during the period. Amplifying details are furnished in the paragraphs which follow. This paragraph provides a quick briefing on the highlights of the enemy situation and the significance of the enemy's major activities to include marked changes in morale, strength, dispositions, tactics, combat efficiency, and equipment. Data which are lengthy or can conveniently be shown graphically are presented in appropriate annexes.
2. ENEMY OPERATIONS DURING PERIOD. This paragraph contains the details of the intelligence summarized in paragraph 1. Detailed intelligence on strengths and dispositions of enemy units, order of battle, reserves and reinforcements; new enemy tactics, weapons, and equipment, are included in this paragraph if there is no order of battle annex. Much of paragraph 2 may be presented graphically by overlays, printed maps, sketch maps, as annexes. Similarly, order of battle reports and other intelligence documents are frequently disseminated as annexes to which reference is made in the appropriate subparagraph of paragraph 2. Subparagraphs are omitted when appropriate intelligence is lacking.
 - a. Strengths and dispositions.
 - b. Order of battle.
 - c. Reserves and reinforcements.
 - d. New enemy tactics, weapons and equipment.
 - e. Air forces.
 - f. Administrative units.
 - g. Airborne units.
 - h. Air defense.
 - i. Antitank units.
 - j. Armored units.
 - k. Artillery (including rockets).
 - l. Cavalry.
 - m. Nuclear, biological, chemical, electronic, or radiological warfare.
 - n. Engineers.
 - o. Guerrilla.
 - p. Guided missiles.

(Classification)

(Classification)

- q. Infantry.
 - r. Reconnaissance.
 - s. Other elements (list alphabetically in separate subparagraphs).
3. OTHER INTELLIGENCE FACTORS. When only limited distribution of the information and intelligence is required or the material is detailed, it is preferable to publish the material in an annex or appendix. Data covered in other parts of the report are not repeated in this paragraph.
- a. Enemy identifications. Show in tabular form.
 - (1) Confirmed.

<u>Unit</u>	<u>Location</u>	<u>Time</u>	<u>Source</u>
(2) Unconfirmed.			
<u>Unit</u>	<u>Location</u>	<u>Time</u>	<u>Source</u>
 - b. Enemy organization and strength/combat efficiency. (Usually shown in an annex or appendix.)
 - c. Equipment.
 - d. Personalities.
 - e. Casualties.
 - f. Morale.
 - g. Enemy defenses, minefields, fortifications, barriers, obstacles, and other defensive works. (Show on maps or overlays if possible.)
 - h. Details of administrative installations and support.
 - i. Terrain. (Use an annex, special maps, and overlays where possible.)
 - j. Weather.
 - k. Any pertinent factors not otherwise covered.
4. COUNTERINTELLIGENCE.
- This paragraph, or parts thereof, should be issued as an annex if a limited distribution is required.
- a. General. Short summary of the counterintelligence situation during the period.
 - b. Espionage.
 - c. Sabotage.
 - d. Political.
 - e. Propaganda and rumors.
 - f. Miscellaneous.
5. ENEMY CAPABILITIES AND VULNERABILITIES.
- a. Enemy capabilities. List.
 - b. Discussion and analysis. A brief discussion and analysis of the enemy capabilities listed.
 - c. Relative probability of adoption. List in priority of probable adoption of enemy courses of action.
 - d. Vulnerabilities. List.

Acknowledge.

Signature Block

(Classification)

(Classification)

Annexes: Any intelligence document may be disseminated as an annex to a PERINTREP. Order of battle and prisoner of war interrogation reports are usually disseminated in this manner. Although annexes are a means of disseminating detailed intelligence, care is exercised to avoid unnecessary bulk.

Distribution

Authentication

(Classification)

Example 69. Periodic Intelligence Report (PERINTREP), Corps

(Classification)

Copy No. 26
1st Corps
WHAMBO (CT5221), KOREA
250200 February 19__

PERINTREP NO. 89

Period Covered: 240001-242400 February 19__.

References: AMSL 552 KOREA, 1:250,000

Disposal instructions: Units below division echelon destroy within 48 hours of receipt.

1. GENERAL ENEMY SITUATION.

Enemy resistance intensified during our attack. Aggressor launched several counterattacks to include the recapture of * * * at 0700 by a force estimated at 2 rifle battalions supported by 10 tanks and an estimated 1 KT airburst nuclear weapon delivered at 0645 hours at * * *. An attack of battalion strength was defeated in Aggressor's attempt to regain * * *. Defensive construction north of * * * River continues. Extensive mine fields and AT ditches are being constructed along the line * * * 1 where wired-in entrenchments and emplaced anti-tank weapons already exist. The unidentified tank division vicinity * * * has started to displace to dispersal areas vicinity * * *. Annex A, Enemy Situation. Annex B, Potential Nuclear Targets.

2. ENEMY OPERATIONS DURING PERIOD.

- a. Strength and dispositions. Annex C, Order of Battle.
- b. Order of Battle, Annex C.
- c. Reserves and Reinforcements, Annex C.
- d. Air Forces. Fifteen medium bombers attacked our rear area supply installations at 2315. A gas dump at * * * was ignited and 12 vehicles destroyed in a motor park near * * *. Enemy increased air ground support during the afternoon by bombing and strafing in grid squares * * *. A total of six attacks were made at very low altitude by two to six aircraft per attack.
- e. Antitank units. Enemy antitank weapons in the * * * and * * * areas were effectively employed in conjunction with hastily constructed minefields. Other antitank guns of both 80-mm and 105-mm caliber were sited in depth along * * * north of * * *.
- f. Armored units. Ten tanks supported the attack of 2 battalion strength in recapturing * * *. No other tank action reported during the period. The unidentified tank division vicinity * * * is in the process of moving from this location by infiltration. Reconnaissance reveals previously located dispersal areas to be still occupied, but the density of vehicles in each area is decreasing steadily. Air reconnaissance revealed numerous single vehicles, including tanks or self-propelled guns moving westward along the route * * * during the period. It is likely that these vehicles are going into new dispersal areas in the vicinity of * * *.

(Classification)

(Classification)

- g. Artillery. Light harassing artillery fire was reported near Hill * * * prior to 1400. During the remainder of the period, the firing increased in this area in support of a counterattack. The greatest number of enemy artillery missions occurred near * * * in support of the attack on * * * and its subsequent defense. New locations of unidentified enemy artillery units are near * * * and * * *.
 - h. Nuclear Warfare. The high airburst 1 KT nuclear weapon fired at 0645 hours at * * * was delivered by undetermined means. This was the first nuclear weapon delivered in the corps area in the last three days. A potential nuclear target of reinforced battalion strength is developing vicinity * * *. Annex B, Potential Nuclear Targets. Location of nuclear delivery means see Overlay 1 to Annex A.
 - i. Guerrillas. Minor guerrilla activity was reported. A motor messenger was fired upon at 0500 vicinity * * *. A small unguarded road block was discovered at * * * at 0600.
3. OTHER INTELLIGENCE FACTORS.
- a. Enemy identifications. Annex C.
 - b. Enemy organization and strength/combat efficiency. Annex C.
 - c. Casualties. Annex C.
 - d. Morale. Annex C.
 - e. Enemy defenses, minefields, etc. Bridges along Hwy * * * at * * * are reported ready for demolitions. New minefields are located south of * * * POWs state that greatly increased mine-laying activity is in progress north of * * * near * * *. Annex A, Overlay 1.
 - f. Administrative installations and support. A large ammunition dump is reported located in the woods east of * * * and the 12th Rifle Division rear echelon installations are in * * * according to POWs. Civilians state a large gasoline dump is in the forest north of * * * and that a mine dump is located at * * *.
 - g. Weather. Annex D.
4. COUNTERINTELLIGENCE.
- a. No marked change in the counterintelligence situation.
 - b. Espionage. An Aggressor agent was captured at * * *. The agent confessed that her mission was to locate nuclear warhead storage sites.
 - c. Sabotage. Censorship of civilian mail reveals strong subversive element among transportation workers in the city of * * * and contemplated sabotage of rail facilities there.
 - d. Political activity. Annex E, Political Situation.
 - e. Propaganda and rumors. Aggressor fired about 100 shells containing propaganda leaflets into * * * at 1920 hrs. The leaflets stressed the futility of attacking * * * in view of Aggressor's capabilities and promised safe passage of lines for all who would surrender.

(Classification)

(Classification)

5. ENEMY CAPABILITIES AND VULNERABILITIES.

a. Enumeration. Aggressor can--

- (1) Continue to delay on successive positions between present line of contact and * * * line with estimated 3 rifle divisions supported by 25 artillery battalions, 7 battalions of 120-mm mortar, and 4 antitank battalions.

* * * * *

- (6) Employ within the army area 5 to 20 nuclear weapons per month with probable yields of 50 KT or less, employing all available delivery means.

b. Analysis and discussion.

- (1) Continued delay by Aggressor on successive positions is indicated by following:

* * * * *

- c. Relative probability of adoption. Continue to delay on successive positions between present line of contact and * * * line reinforced by all available reserves, utilizing all available artillery, air and nuclear weapons, and continuing harassing guerrilla operations in our rear areas.

d. Vulnerabilities.

- (1) West flank from * * * to * * * is open to envelopment.

* * * * *

Acknowledge.

IRVING
Maj Gen

Annexes: A--Enemy Situation with Overlay 1 (omitted)

B--Potential Nuclear Targets (omitted)

C--Order of Battle (omitted)

D--Weather (omitted)

E--Political Situation (omitted)

Distribution: A

OFFICIAL:

/s/ William
WILLIAM
G2

(Classification)

Form 21. Periodic Operations Report, Tactical Command

(Classification)

(Omit paragraphs not applicable)

Copy No.
 Unit
 Location
 Date/time group
 Msg Reference No.____

Periodic Operations Report No.____.

Period covered: (date and time to date and time)

Reference: Map (country, scale, and sheet numbers of maps)

Disposal instructions: (If any—e.g., DESTROY WITHIN 48 HOURS OF RECEIPT.)

1. OWN SITUATION AT END OF PERIOD. A statement of the situation as it existed at the end of the period to include any special conditions that should be brought to the attention of higher headquarters, the location of major troop units, and pertinent activities of each. As much of the detail as possible is indicated graphically on a situation overlay or map attached as an annex.
2. INFORMATION OF ADJACENT UNITS AND SUPPORTING TROOPS. Any information relative activities of adjacent and supporting units during the period which are of importance to the operations of the command to include operations of air, naval, and ground units.
3. OWN OPERATIONS FOR THE PERIOD. A resume of the operations that have been carried out by the major subordinate combat units of the command arranged in order of combined arms commands, infantry, armor, artillery, combat support, others. Include any activities of operational importance, movements of units, etc. Details as appropriate may be shown on situation overlay or map attached as an annex.
4. COMBAT EFFICIENCY. A statement of the combat efficiency of the command to include any pertinent changes during the period. Consideration, as appropriate, will be given to morale, strength, status of training, status of health, status of supplies and equipment, and length of time units have been in contact.
5. RESULTS OF OPERATIONS. A statement of the results of operations conducted by the command as a whole and by major subordinate combat units as appropriate to include any specific results that would have an effect on the assignment of the future missions to the command as a whole or by the command to subordinate combat units. Any details of successes or failures of interest to the next higher command will be included.
6. MISCELLANEOUS. Details not appropriate to above paragraphs, such as weather, road conditions of importance, and any other factors which have had a bearing on operations of the command.

Acknowledge.

Commander

Annexes
 Distribution
 Authentication

(Classification)

Example 70. Periodic Operations Report, Armored Division

(Classification)

Copy No. 3
23d Armd Div
WORMS (57718865)
190100 Dec 19__
MX 57

Periodic Operations Report No. 17

Period covered: 180001 to 182400 Dec 19__

Reference: Map, GERMANY, 1:100,000 MANNHEIM—KARLSRUHE

1. OWN SITUATION AT END OF PERIOD. Annex A.
2. INFORMATION OF ADJACENT UNITS AND SUPPORTING TROOPS. Air atk delivered on en psn N of HEIDELBERG between 0600 and 0630.
3. OWN OPERATIONS FOR THE PERIOD.
 - a. Combined arms commands.
 - (1) CCA seized bridges intact over NECKAR vic WEINHEIM.
 - (2) CCB seized crossings over NECKAR vic NEU WALDORF.
 - (3) CCC, Div Res, moved from vic KIRCHHEIM to assy area near SANHOFEN.
 - b. Reconnaissance. 1st Recon Sq, 22d Cav protected div S flank.
 - c. Artillery.
 - (1) FA: All bn spt atk. One CHARLIE (2 KT) fired by C1/53 Arty in spt of CCB.
 - (2) ADA: 2d AW Bn (SP), 436th Arty (atch) protected bridges over RHEIN.
 - d. Army Aviation. Acft spt atk.
 - e. Engineers. 23d Engr Bn improved crossings over the RHEIN and maintained MSR to KAISERSLAUTERN.
4. COMBAT EFFICIENCY. Div str 87 percent; casualties CCA 2 percent, CCB 5 percent. Morale excellent. Combat efficiency, excellent.
5. RESULTS OF OPERATIONS. Div atk at 0630, crossed NECKAR and is now disp as shown in Annex A (Sit Overlay). Prep to cont atk on HEIDELBERG at 190650 Dec.
6. MISCELLANEOUS.
 - a. Weather. Snow and sleet from 0400 to 0600 had little effect on operation. Cold and cloudy.
 - b. Canals and swamps in RHEIN and NECKAR valleys delayed div progress temporarily.

Acknowledge.

JOHNSON
Maj Gen

Annex A—Sit Overlay (omitted)

Distribution. A

OFFICIAL:

/s/ Gaustad

GAUSTAD

G3

(Classification)

Form 22. Periodic Logistics Report

(Classification)

(Omit subparagraphs not applicable. This report may include important items of information relative to anticipated activities in addition to those concerning the period covered. Arrange data in tabular form whenever possible.)

Copy No. ____
 Unit
 Location
 Date/time group
 Reference No. ____

Periodic Logistics Report No. ____

Period covered: (date and time to date and time).

Reference: Maps (country, scale, and sheet numbers of maps) or charts.

Disposal Instructions: (If any—e.g., DESTROY WITHIN 48 HOURS OF RECEIPT)

1. LOGISTICAL SITUATION AT END OF PERIOD. Locations of boundaries, installations, trains, and troops pertaining to supply, evacuation, transportation, service, and miscellaneous operations. (Indicate on map or overlay where possible.)

2. MATERIEL AND SERVICES.

a. Supply.

(1) Supported strength. Average strength supported during period, including military personnel, prisoners of war, and civilians.

(2) Status of supply.

(a) Levels. For each installation and each class of supply, show authorized level and quantities on hand at start of period, quantities received and issued during period, and quantities remaining on hand at end of period. Where applicable, include supplies en route and credits in supporting installations.

(b) Short supply items. For each item of supply which is critical or of particular importance at the time, show same data as in subparagraph (a).

(3) Local procurement. For each service and procurement area, show quantity and value (indicate whether actual, or estimated) of materiel procured locally.

(4) Miscellaneous. Excess, salvage, captured materiel, supplies, and special supplies, such as forms and publications, exchange items, civil affairs items, and special services supplies. Include applicable information as in paragraph 2a(2).

b. Transportation. For each pertinent item outline briefly the progress of major movements and bottlenecks.

(1) Water. Similar to paragraph 2b(2) ocean, coastal, and inland waterway listed separately.

(2) Highways:

(a) Transport vehicles and motive power classified by principal run or local area. For each type of vehicle or motive

(Classification)

(Classification)

power, show total available, total operating, total dead-lined, and breakdown of deadline into categories of maintenance.

(b) Tonnage of supplies, number of vehicles, and number of persons transported, classified by principal run or local area.

(c) Terminal operations. For each show tonnage of supplies; number of vehicles, and number of persons loading and unloading; terminal equipment available and working.

(3) Rail. Similar to paragraph 2b(2).

(4) Pipeline. Similar to paragraph 2b(2).

(5) Army aviation. Similar to paragraph 2b(2).

(6) Supply movement. Tonnage of supplies received into area, and evacuated from area. Classify by means of transport.

(7) Personnel movement. Number of personnel received into area, and evacuated from area. Classify by means of transport.

c. Services. (In some cases the subject may be divided more simply by branch designation.)

(1) Maintenance. For each service, show quantity of principal items or classes of equipment awaiting maintenance on hand at start of period, received, completed, and on hand at end of period.

(2) Construction. List principal projects showing percentage of completion and projected operational and completion data for each.

(3) Installations. For the principal installations of each service, not covered above, show workload on hand at the start of the period, received, completed, and on hand at the end of the period, classified to conform to the class of work performed. List installations opened and closed during period (state location, date, and time).

3. MEDICAL EVACUATION AND HOSPITALIZATION.

a. Evacuation. Injured, sick and wounded personnel. On hand at start of period; received from supported units; received from own units; evacuated by air, rail, water, and road; returned to duty; died; on hand at end of period, awaiting evacuation by air, rail, water and road. Include data on Allied, civilian and prisoner of war patients when appropriate.

b. Hospitalization. Show beds authorized, assigned, and in operation; bed credits authorized and in use.

4. MISCELLANEOUS.

a. Boundaries. Changes during the period and activities relative to anticipated changes.

b. Headquarters. Locations and activities relative to movements during the period and activities relative to anticipated changes.

c. Changes in assignment during period; assigned; relieved (show date and time).

d. Protection. Losses or damage to logistical activities due to enemy, subversive, or natural causes. State corrective action taken.

(Classification)

(Classification)

- e. Plans and orders. Receipt and issue of basic logistical plans or instructions. Attach a copy of each administrative order (or changes thereto) issued since the preceding report.
- f. Other administrative matters. Logistical matters not otherwise covered, such as exploitation of civilian and prisoner labor.

Commander

Annexes
Distribution
Authentication

NOTES

- 1. Periodic logistics reports are never prepared on a map or an overlay.
- 2. Annexes, consisting of maps, overlays and other data, should be employed to shorten body of the report whenever practicable.
- 3. Employ only those abbreviations which are in common usage.
- 4. The use of coded headings to simplify the transmission of routine statistical data in an abbreviated form of short period report is a common practice, especially in reports from lower units.

(Classification)

Example 71. Periodic Logistics Report, Army

(Classification)

10th Army
 HOMBERG (LV 7964) GERMANY
 121000 May —

PERIODIC LOGISTICS REPORT NO. 16 (Partial)

Period Covered: 071800 to 120800 May —

References: Maps, FR and GER, AMS Series M62, M501, M508, UTM, 1:250,000.

1. LOGISTICAL SITUATION AT END OF PERIOD. Annex A (Administrative overlay) to Administrative Order 7.

2. MATERIEL AND SERVICES.

a. Supply.

(1) Supported strength (average for period reported).

US ARMY

Military personnel assigned to:

10th Army (includes individual replacements)	269,300
ADLOG	7,500
BALOG	100
TALOG	10,201
TARTC	0

TOTAL MILITARY PERSONNEL

(287,101)

Civilian labor:

Mobile	155
Static	625

TOTAL CIVILIAN LABOR

(780)

Hospital patients

3,947

POW

2,000

Civilian-needy

414,000

TOTAL US ARMY

707,828

US AIR FORCE

Military personnel

2,795

Civilian labor—fixed

0

TOTAL US AIR FORCE

2,795

(Classification)

(Classification)

US NAVY

Military personnel	300
Civilian labor--fixed	0

TOTAL US NAVY	300
---------------	-----

(2) Status of supply.

(a) Levels. No change.

(b) Short supply items.

Item	Unit	Auth Level	On Hand Begin Period	Issued During Period	Received During Period	On Hand End of Period
<u>CHEMICAL</u>						
GENERATOR, Smoke Mechanical, Pulse Jet, M3A2	Ea	2	6	6	0	0
IMPREGNATING OUTFIT, Clothing, Field, M3	Ea	375	200	150	100	150
* *		*	*	*	*	*
<u>ENGINEER</u>						
CYLINDER, Gas Oxy (Empty)	Ea	4	2	0	2	4
GENERATOR, Ptbl, 5KW	Ea	3	2	1	1	2
* *		*	*	*	*	*
<u>MEDICAL</u>						
OXYGEN USP, 95 Gal	Ea	210	106	96	75	85
WHOLE BLOOD	Pt	25000	14100	20240	26680	20540
* *		*	*	*	*	*
<u>ORDNANCE</u>						
MISC C1 II and IV (Arty and Veh)	3/T	2144	1800	2760	2680	1720
TIRE, Pneumatic, 12 ply, (M52), 11:00 x 20	Ea	10800	3000	1770	1170	2400
* *		*	*	*	*	*

(Classification)

Item	Unit	Auth Level	On Hand Begin Period	Issued During Period	Received During Period	On Hand End of Period
<u>QUARTERMASTER</u>						
Ration, Misc or Modified "B".	Ea	1408500	0	0	0	0
<u>SIGNAL</u>						
CAPACITOR, Fixed Ceramic, Dielectric (U/W A/NTPS-1D).	Ea	19	12	8	4	8
RADIO RECEIVER R-110/GRC.	Ea	17	17	25	17	9
* *		*	*	*	*	*
<u>TRANSPORTATION</u>						
A/C, FW, Obsn, Cessna, L-19.	Ea	2	2	2	0	0
* *		*	*	*	*	*

(3) Local procurement.

Item	Unit	Active Contracts Total Units on Contract	Unit Cost	Scheduled For Delivery During Period	Received During Period	Total Received To End of Period Against Active Contracts	Remarks
<u>ORDNANCE</u>							
TIRE, PNEUMATIC 12 ply, (M52) 1:00 x 20	Ea	200	\$50.00	100	100	100	Contract to be completed by 161500 May 1958

(Classification)

(Classification)

(4) Miscellaneous.

(a) Captured materiel. None

(b) Scrap.

Location	Unit	O/H Beginning of Period	Received During Period	Evac to BASELOG During Period	O/H End of Period
Salv Coll Pt, BENSHEIM (MA 7304)	S/T	186	90	75	201
*	*	*	*	*	*

b. Transportation.

(1) Highway

(a) Annex B, Vehicle Status Report.

(b) Utilization.

	Vehicles <u>Dispatched</u>	Cargo (S/T) <u>Hauled</u>	Personnel (NO) <u>Hauled</u>
Cargo	9,365	37,462	
Personnel	497		9,937
TOTAL	9,862	37,462	9,937

(2) Army Aviation

(a) Annex C, Aircraft status report

(b) Forward Movements.

1. Cargo.

2428 (S/T)

2. Personnel.

2235 (NO)

(c) Evacuation.

1. Cargo.

289 (S/T)

2. Personnel.

2455 (NO)

(3) Supply movements.

(a) Tonnage received in 10th Army by:

Rail

17,172

Highway

12,474

Air

2,727

Total

32,373

(b) Tonnage evacuated from 10th Army by:

Rail

3,110

Highway

743

Air

Total

3,853

(Classification)

(Classification)

(4) Personnel movement.

(a) Received by:

Rail	17,294
Highway	4,490
Air	8,027
Total	29,811

(b) Evacuated by:

Rail	6,645
Highway	2,105
Air	2,455

TOTAL**11,205**

c. Services.

(1) Maintenance.

Item	Unit	On Hand Beginning of Period	Received During Period	Completed During Period	Evacuated During Period	On Hand End of Period	(On Hand Awaiting Parts)
------	------	-----------------------------	------------------------	-------------------------	-------------------------	-----------------------	--------------------------

CHEMICAL

FLAME THROWER, Portable, M2A1-7

Ea	11	35	20	20	6	0
----	----	----	----	----	---	---

* * * * *

ENGINEERCRANE, Shovel Trk, Mtd, 20 Ton
GENERATOR, Ptbl, 5 KW

Ea	13	8	6	1	14	0
Ea	19	10	8	1	20	4

* * * * *

ORDNANCEThird Echelon

TANK, 90mm Gun M48/w/e

Ea	20	10	75	31	21	0
----	----	----	----	----	----	---

TRUCK, Ambulance, 3/4 Ton M43, w/e

Ea	48	210	152	60	46	0
----	----	-----	-----	----	----	---

* * * * *

Fourth Echelon

TANK, 90mm Gun, M48, w/e

Ea	21	105	82	21	23
----	----	-----	----	----	----

(Classification)

(Classification)

Item	Unit	On Hand Beginning of Period	Re- ceived During Period	Com- pleted During Period	Evacu- ated During Period	On Hand End of Period	(On Hand Await- ing Parts)
TRUCK, Ambulance, 3/4 Ton M43, w/e	Ea	43	215	204	14	40	0
* *		*	*	*		*	*
<u>QUARTERMASTER</u>		<u>Field Maintenance</u>					
ARMOR, Body Frag- mentation Protec- tive, Upper Torso	Ea	2497	3118	1450	626	3539	0
Organ, Folding, Chap- lain, M45 w/case	Ea	14	9	4	8	11	0
* *		*	*	*		*	*
<u>SIGNAL</u>		<u>Third Echelon</u>					
AMPLIFIER CONVERTER, AM-914/TRC	Ea	22	26	18	20	10	0
MODEM, Telephone TA-219/U	Ea	144	41	46	46	93	0
* *		*	*	*		*	*
		<u>Fourth Echelon</u>					
AMPLIFIER CONVERTER, AM/914/TRC	Ea	11	12	6	13	4	0
MODEM Telephone, TA-219/U	Ea	72	21	18	28	47	0
* *		*	*	*		*	*
<u>TRANSPORTATION</u>							
A/C, FW, Obsn Cessna, L-19	Ea	7	63	45	15	10	0
ENGINE, Gasoline Acft, 6 Cyl, Air Cooled, O-470-11 L-19	Ea	0	0	0	0	0	0
* *		*	*	*		*	*

(Classification)

(Classification)

(2) Construction.

Project No.	Description	Location	Per Cent Complete	Estimated Completion Date
8	Construction of one hasty army fixed wg acft & hel landing strip of approx 3000'.	(MA 1421) vic WEINSHEIM	95	13 May
9	Regrade and cover 3000' x 50' runway with pierced steel landing mat.	(MV 1582) Vic FROHNERHOF	85	14 May
*	* * *	*	*	*
27	Const H-35 bridge,	(LV 6946)	90	12 May

(PROJECTS COMPLETED DURING PERIOD HAVE BEEN OMITTED)

3. MEDICAL EVACUATION AND HOSPITALIZATION

a. Evacuation.

On hand start of period	3,187
Received during period	6,790

Total	9,977
Evacuated during period	
Air	4,095
Rail	1,405
Highway	455
Transferred to replacement command	61
Died	57

Total Losses	6,073
On hand end of period	3,904

b. Hospitalization

Hospital beds	11,960
In operation	9,760
Occupied	3,904
Vacant	5,856

4. MISCELLANEOUS

- a. Boundaries. No change.
- b. Headquarters. No change.
- c. Changes in assignment during period. None.
- d. Protection * * *
- e. Plans and orders. Administrative Order No. 7, issued 110800 May 1958.
- f. Other administrative matters * * *

(Classification)

(Classification)

ARCHER
Lt Gen

Annexes: A—Administrative Overlay (omitted)
 B—Vehicle Status Report (omitted)
 C—Aircraft Status Report (omitted)

Distribution: * * *

OFFICIAL.

/s/ Andre
 ANDRE
 G4

(Classification)

Form 23. Periodic Civil Affairs Report

(Classification)

(Omit subparagraphs not applicable. This report may include important items of information relative to anticipated activities in addition to those concerning the period covered.)

Issuing headquarters
Place of issue
(may be in code)
Date/time group
(to include month and year)

Periodic Civil Affairs Report No. —

Period covered: (date and time to date and time)

Reference: Maps, (country, scale, and sheet number of maps) or charts

Disposal instructions: (If any—e.g., DESTROY WITHIN 48 HOURS OF RECEIPT)

1. CIVIL AFFAIRS SITUATION AT END OF PERIOD.

Location of civil affairs units, and pertinent activities of each;
any important changes of civil affairs operational zones or areas;
principal incidents and events since last report. (Indicate on map or
overlay annex where possible.)

2. GOVERNMENTAL AFFAIRS. (Use annexes as necessary.)

a. Government.

- (1) Civil administration.
- (2) Screening—removal, appointment of officials.
- (3) Political intelligence activities.
- (4) Preelection planning.

b. Legal.

c. Public Order and Safety.

d. Other.

3. ECONOMICS. (Use annexes as necessary; arrange in tabular form whenever practicable.)

- a. Commerce and Industry.
- b. Food and Agriculture.
- c. Price Control and Rationing.
- d. Property Control.
- e. Public Finance.
- f. Civilian Supply.
- g. Labor.

4. SOCIOLOGICAL. (Use annexes as necessary.)

- a. Public Health.
- b. Public Welfare.
- c. Public Education.
- d. Public Works and Utilities.
- e. Public Transportation.
- f. Public Communications.
- g. Civil Information.
- h. Displaced Persons/Refugees.
- i. Fine Arts, Monuments, and Archives.

(Classification)

(Classification)

5. MISCELLANEOUS. Indicate any special recommendations and requests such as special civil affairs personnel problems existing; requisition for additional units; recommendations for lifting of controls, restrictions, etc; recommendations for troop indoctrination, etc; and other matters not properly covered in paragraphs above.

Acknowledge.

Commander

Annexes

Distribution

Authentication

(Classification)

Example 72. Periodic Civil Affairs Report

(Classification)

20th Inf Div
LANCIANO (7261), ITALY
151100 June 19__

Periodic Civil Affairs Report No. 7.

Period covered: 071800 June to 141600 June 19__.

Reference: Map, ITALY, 1:50,000, LANDEBIA-CARHALO.

Disposal instructions: DESTROY WITHIN 72 HOURS OF RECEIPT.

1. CIVIL AFFAIRS SITUATION AT END OF PERIOD.

- a. Boundaries and locations of units. Annex A, Civil Affairs Overlay.
- b. 2d Plat, 5044th Civil Affairs Co (AA, AD), attached in addition to division civil affairs platoon, remains in LANCIANO after movement forward of the division.
- c. Annex C, (Civil Affairs) to OPORD 7, issued 101400 June 19__.
- d. Results of operations. Operations during the period have resulted in establishment of law and order, provisions for medical care of civilians, distribution of food, issuance of salvage clothing, and establishment of collecting point for civilians without identification papers.

2. GOVERNMENTAL AFFAIRS.

a. Government.

- (1) Civil administration. The mayor of LANCIANO and most of the local governmental officials withdrew with Aggressor forces. The remaining officials are friendly to the United States and provide a source of information of enemy agents, persons sympathetic to the enemy, and enemy sabotage or subversive groups.
- (2) Screening-removal, appointment of officials. Italian officials who have accompanied United States forces are being placed in governmental offices. Existing governmental structure is being retained due to requirements of the military situation.
- (3) Political intelligence activities.
 - (a) Sociological. Population generally friendly although dissident labor elements in rear areas have endeavored to interfere with military operations by sabotage and passive resistance. Investigation indicates that dissident elements are Aggressor inspired. Population is generally apprehensive of employment of nuclear weapons.
 - (b) Enemy component elements. Civilian officials report that Aggressor is preparing to destroy animals and crops in vicinity of PLUDUNO by use of biological agents.
 - (c) Espionage. It is estimated that at least 8 Aggressor agents are operating in the LANCIANO area.
 - (d) Sabotage. Aggressor radio and transmitter and a small quantity of explosives have been discovered buried in vicinity of LANCIANO.

(Classification)

(Classification)

- (e) Political subversion. Present attitude of remaining local officials will make further infiltration of collaborators into local government difficult.
- (4) Counterintelligence documents. Documents of counterintelligence value have been found in the Town Hall and turned over to G2.
- b. Public Order and Safety.
- (1) Civilian police are assisting military police in maintaining law and order.
- (2) As constituted, civilian police are capable of resolving local problems but cannot contribute materially to the prevention of sabotage.
- (3) Plans for civil defense are being integrated into rear area security and area damage control.
- (4) Rear area civil defense and area damage control equipment has been surveyed and with exception of fire fighting equipment is considered adequate for present requirement.
3. ECONOMICS.
- a. Food and Agriculture.
- (1) Since this is primarily an agricultural area, local supplies of food are adequate for civilian use. However, a serious food shortage has been reported in PLUDUNO. Survey has been initiated to verify intelligence previously received.
- (2) Local supplies of food in excess of civilian requirements are being warehoused for distribution in food deficit areas.
- b. Civilian Supply.
- (1) Salvage clothing being issued from military stocks for civilian use.
- (2) No change at this time in estimated requirements for civilian supply.
- (3) Copy of requisition submitted for Engineer fire fighting equipment attached as Annex B.
- c. Labor.
- (1) Surveys are being conducted to determine amount of labor available by category and skill.
- (2) Labor data:
- | | |
|---|--------|
| Available for military use in division area..... | 5,000 |
| Available for military employment as mobile labor..... | 3,000 |
| Employed in rehabilitation of public facilities and economy in division area..... | 4,000 |
| Total labor force in division area..... | 12,000 |
4. SOCIOLOGICAL.
- a. Public Health.
- (1) State of public health is generally good.
- (2) Emergency medical supplies are being issued by division for civilian use. Since it is reported that additional medical supplies are in the area, this condition is expected to improve.

(Classification)

(Classification)

- b. Public works and utilities.
 - (1) Local water supply polluted. Adequate military water purification equipment is now in operation.
 - (2) Civilian light and power systems able to supply only minimum requirements for hospitals and other essential facilities.
 - c. Public communications. Public communications being restored. Estimate minimum civilian telephone communications available within 4 days.
 - d. Civil information. News media are being reestablished. Minimum press media estimate available in 3 days.
 - e. Displaced persons/refugees.
 - (1) Screening of refugees is progressing. Suspected subversives or plants average 12 percent.
 - (2) Division collecting point contains approximately 1000 civilians without identification papers. Evacuation to camp in corps rear area when established.
 - (3) Disease and unrest supplies for displaced persons are not in excess of requirements stated in Strategic-Logistic Study.
5. MISCELLANEOUS.
- a. Inasmuch as Aggressor can be expected to use all agencies and sources including radio intercept and agents to gain information of military operations recommend close communications discipline and careful monitoring of civil communications.
 - b. In view of Aggressor political intelligence activities recommend that additional means be provided to this division to intensify civil security in LANCIANO.
 - c. Recommend that the engineer fire fighting equipment requisitioned for LANCIANO be supplied at the earliest possible date.
 - d. In view of impact of nuclear weapons in area recommend intensive public information and indoctrination program to alleviate public uncertainty.

Acknowledge.

GREEN
Maj Gen

ANNEXES:

- A—Civil Affairs Overlay.
- B—Requisition for FFTG Equipment.

Distribution: A

OFFICIAL:

/s/ Blue
BLUE
G5

(Classification)

Form 24. Command Report

(Classification)

Headquarters

Date

SUBJECT: Command Report for (month) (year), Reports Control Symbol
CSGPO-28(R1) (Note 1)

TO: The Adjutant General, Department of the Army, Washington 25, D.C.

1. Section 1, Significant Headquarters or Unit Activities. This should cover in narrative form the significant headquarters or unit activities relating not only to what happened but how and why, and the underlying reasons governing decisions and the outcome, whether favorable or unfavorable. It will be an impartial and factual account of the organization's principal operations, activities, and administration. To assist in evaluation, analysis, and research, each report will when practicable, make reference by a footnote to the appropriate unit record. Commanders of units below army will state the number of days during the reporting period that the unit engaged in training, troop movement, and/or operations. Briefly summarize the other activities of the unit for the reporting period.

a. If the unit engaged in training, state the subjects which were stressed.

b. If the unit made tactical or administrative movements during the period, describe any major difficulties which were encountered. Security en route and organization of the foot/motor/mechanized column or columns should be discussed. Units preparing their first Command Report upon arrival in a theater should include details of their experience in POM which will benefit other units, and suggest means or methods of improving POM procedures for other units.

c. If the unit engaged in combat, combat support, or service operations, as contemplated under the TOE mission for the type unit:

(1) The command should describe in detail any action, activity, experience, or operation which applies to training or instruction, contributes a lesson learned, illustrates a success or failure, or indicates a need for change in doctrines, techniques, or procedures. The account may pertain to all or elements of the reporting commander's units. It should generally include, but is not limited to, information on the background and experience of the unit, assigned mission or order of the situation, supporting and adjacent units, plans, details of execution and the degree of success or failure with reasons therefor. Problems which confronted the commander and how he solved them should be expressed from the commander's viewpoint. When a tactical unit engages in a joint or combined operation or receives support from another armed service, the result with pertinent comments should be stated.

(2) Any tactical or technical improvisations, innovations, expedients, or stratagems, which may have been successfully employed by the unit, should be fully described. Also include in the narrative any operational factors developed which may assist similar units in planning for combat operations.

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2. Section 2, Commander's Recommendations. This paragraph provides the commander with the means of conveying, for evaluation by agencies of Department of the Army, any discussion, comments, evaluations, conclusions, and recommendations which he wishes to make on the basis of his experience or that of his subordinate commanders. The commander may express and substantiate his views on any subject such as combined or joint operations, training, organization, weapons, equipment, tactical techniques, doctrines and procedures in the fields of personnel, intelligence (exclusive of communications intelligence), operations, supply and civil affairs, within or affecting his command; unusually good or unfavorable logistic support; new applications of existing administrative or operational techniques and procedures; economical or effective methods, procedures, and systems of operation other than those in common use; faults, gaps, overlappings, or failures in present technique, procedures, and weapons systems; ideas for research and development agencies; effectiveness, maintenance capabilities, durability, and simplicity in operation of weapons and equipment; subjects which should receive additional or less emphasis in training within the continental United States; indications of new trends; and economies which can be effected in TOE. During the early stages of operations, information is of particular value describing techniques or tactics which were especially effective or which evidenced shortcomings, as well as flaws, gaps, successes, and failures in the enemy system of combat and support; and the effect of terrain and weather on operations. If no comments are forwarded, the word NONE will be placed after the title of this paragraph.

3. Section 3, Department of the Army Survey Information. Usually the report will consist only of the two major numbered sections above. However, the Department of the Army, through the theater commander, may direct the submission of combat information upon a specific subject in the reports of one or more branches of the service, when such information is required by the technical or doctrinal agencies. Such information normally will require little or no advance preparation on the part of the commander to obtain it. In fact, it is not desired that the commander institute special measures in order to develop this information; and where the type of information desired has not already been developed in the course of normal operations of the unit, the commander will submit a negative report in this paragraph. An agency of the Department of the Army desiring to utilize this paragraph for survey purposes in a theater or theaters will submit its requirement in detail to the Deputy Chief of Staff for Military Operations (DCSOPS), Department of the Army, who will determine the validity of the requirement before forwarding to the theater commander. The latter will in turn announce the subject, the branch or branches of services or the types of units which will furnish the information, and the period of time over which this information will be submitted in the report.

Signature of
Commander. (Note 2)

(Classification)

(Classification)

Inclosures

Supporting documents are not required for inclusion with this report and will not be forwarded by the preparing commander. He may attach copies of maps, sketches, or photographs if he desires, to enhance the meaning of any subject discussed.

Distribution

(As prescribed in paragraph 6 SR 525-45-1) Note 1. Command reports are submitted on a monthly basis in theaters conducting actual combat operations.

Note 2. For a listing of those commanders required to submit command reports see paragraph 3, SR 525-45-1.

(Classification)

Form 25. Nuclear Burst Report

(Classification)

NUCLEAR BURST REPORT

LINE NO.

1. UNIT OF ORIGIN (use current call-sign, address group or code name).
2. POSITION OF OBSERVER (grid coordinates preferred--encode if this discloses the location of a unit, headquarters, or important observation post).
3. TYPE OF OBSERVATION (report type of instrument(s), if any, used to obtain data).
4. TIME OF BURST.
5. GROUND ZERO (measured within 15 seconds using stem of cloud for location)--either:
 - a. Coordinates (grid).
 - b. Azimuth (magnetic, from position of observer, in degrees or mils--state which). Estimated distance to stem (meters or yards).
 - c. Polar coordinates (longitude and latitude).
6. HEIGHT OF BURST (measured with special instruments or estimated)--either:
 - a. Height (measured in meters).
 - b. Vertical angle (measured in degrees or mils--state which).
 - c. Estimated height (high, low, or surface).
7. CLOUD TOP (measured after cloud stabilization; about 10 minutes after burst)--either:
 - a. Height (in meters).
 - b. Vertical angle (in degrees or mils--state which).
8. CLOUD DIAMETER (measured after cloud stabilization; about 10 minutes after burst)--either:
 - a. Diameter (in meters).
 - b. Subtended angle (in degrees or mils--state which).
9. WEAPON YIELD (report only if measured by special instrument, encode if friendly weapon).
10. WEAPON EFFECTS AT LOCATION OF OBSERVER (indicate the effects of the burst on the personnel and equipment in the vicinity of the observer. This should be brief. It may be used to help determine weapon yield and to estimate the damage produced by the burst).

INSTRUCTIONS:

- a. Transmit available data promptly (encode appropriate portions as required by SSI or SOP).
 - (1) Transmit burst location data (lines 5 and 6) immediately after measurement; do not wait until cloud measurements are made.
 - (2) Transmit cloud data (lines 7 and 8) immediately after measurement.
- b. Make message brief.
- c. Transmit by line number only those lines of the above format for which data is available.
- d. If a line item is based on an estimate indicate this in the report by prefacing the data with the word "estimated."

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NUCLEAR BURST REPORT

LINE 1--RED DOG BRAVO

LINE 2--ABBCADGB

LINE 3--AIMING CIRCLE

LINE 4--Z090907

LINE 5B--182 MILS 8000 meters.

LINE 6C--ESTIMATED LOW

LINE 10--BLAST WAVE CARRIED STONES UP TO ONE QUARTER INCH IN SIZE. SMALL
BRANCHES BROKEN FROM TREES. SOME PERSONNEL BURNED ON BARE SKIN.

(Classification)

Section III. STUDIES

(Classification)

Form 26. Analysis of Area of Operations

Issuing section and headquarters¹

Place

Date and time

ANALYSIS OF AREA OF OPERATIONS NO. _____

Reference: Maps, charts, or other appropriate documents

1. PURPOSE AND LIMITING CONSIDERATIONS

- a. Purpose. Include delineation of the area being studied.
- b. Limiting considerations. Include a statement of the mission of the command and other considerations which limit the application of the study, such as a time limitation, the commander's plan of action, and enemy capabilities.

2. GENERAL DESCRIPTION OF THE AREA

This paragraph is a listing of facts, pertinent to the purpose and limiting considerations of the study, for use as a basis for the succeeding paragraphs.

- a. Climatic or weather conditions. List or refer to other documents containing, for the period under study, meteorological conditions, to include precipitation, fog, cloud conditions, temperature, relative humidity, surface winds, effective winds (or winds aloft), atmospheric pressure, light data to include moon phases, moonrise and moonset, beginning and end of nautical and civil twilights, and other geodetic data as appropriate. When appropriate, include magnetic phenomena.
- b. Terrain. Make maximum use of specially colored maps or overlays to illustrate each of the characteristics below and the effect of predicted weather conditions upon them. Under each characteristic include those facts which will assist in subsequent determination of the effects of the characteristic on the use of nuclear weapons, chemical and biological agents, important devices and equipment used in implementing courses of action. (Do not include in this paragraph the interpretation of these effects on possible friendly or enemy courses of action.)
 - (1) Relief and drainage system. Configuration of the ground, including slopes for personnel and vehicles and critical relief for equipment dependent on line of site. Configuration and condition of streams, including depth, slope, and condition of banks and bottom, and location of crossing sites.
 - (2) Vegetation. Wooded areas, including location of trees, diameter of trunks, density, crown cover, undergrowth. Types of natural and cultivated vegetation of nonwooded areas.

¹ If distributed outside the headquarters, the first line of the heading is the official designation of the issuing command, a message reference number is added, and the ending is appropriately modified.

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- (3) Surface materials. Type and distribution of soils and subsoils in the area and soil trafficability. Soil content as affects induced radiation.
- (4) Manmade features. Manmade changes in the topography, including roads, railroads, bridges, tunnels, mines, towns, industrial areas, and fortifications. Include type of construction.
- c. Additional characteristics. The following additional characteristics are considered, as pertinent, in separate subparagraphs: sociology, politics, economics, psychology, and other characteristics. Other characteristics may include such items as science, materiel, transportation, manpower, hydrography, etc. Under each of these characteristics considered, list all facts as they pertain to the area of the study and which may influence friendly and enemy courses of action. The degree of coverage required of these characteristics varies with the mission and other aspects of the operational environment. These characteristics are particularly important to theater administrative units and to all units in situations short of war. They influence to some degree the decisions of all commanders and become of increasing importance as the area of interest of a command increases.

3. MILITARY ASPECTS OF THE AREA

In this paragraph the facts covered in the previous paragraph are analyzed to determine their influence on factors affecting tactical and administrative support activities that are considered in the development of specific courses of action. The analysis is divided into two parts, tactical aspects and administrative support aspects. The extent of the analysis of each of the two parts, depends on the mission, the means available to accomplish the mission, and the possible means the enemy can employ to prevent the accomplishment of the mission. In considering the factors under each aspect include the effects, as appropriate, of and on nuclear fires, chemical and biological agents, and important devices and equipment used in implementing courses of action.

a. Tactical aspects.

- (1) Observation and fire. Indicate graphically or describe, as appropriate, the influence of weather, relief, vegetation, surface materials, manmade features and other pertinent characteristics. Include effects of and on nuclear fires, chemical agents, etc. Include any marked effects on surveillance devices, equipment based on line of sight, siting and fire delivery means. Effects on fire includes effects on delivery means, fields of fire, and effectiveness of fires. Observation and fire is of concern to administrative support units as it influences rear area security considerations.
- (2) Concealment and cover. Indicate graphically or describe the influence of weather, relief, vegetation, and manmade features. Include, as appropriate, effects of and on nuclear fires, surveillance devices, chemical and biological

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agents, etc. The discussion is oriented not only on protection of own and enemy forces, but also, as it affects other operations to include use of guerrillas, infiltration and counterinfiltration, tactical cover and deception, counterintelligence, armor, and artillery. It is also oriented on site requirements for administrative and tactical installations.

- (3) Obstacles. Indicate graphically or describe all natural and artificial obstacles and the influence of relief, weather, vegetation, surface materials, and manmade features. Include effects, as appropriate, of and on nuclear fires, chemical and biological agents and effects on trafficability and accessibility. If of significant influence, the effect of each obstacle on possible friendly and enemy courses is indicated. Obstacles and trafficability influence site locations for administrative support units.
- (4) Key terrain features. Based on the analysis of observation and fire, concealment and cover, obstacles, and the mission, select the key terrain features. Consider any locality or area the seizure, retention, or control of which affords a marked advantage to either force. Briefly discuss in turn the influence of each key terrain feature listed. Discussion is oriented towards subsequent development of friendly and enemy courses of action. Revise, as required by the commander's decision and current situation. This discussion may be omitted when the enemy has no capability to seize or control terrain features which will materially affect the accomplishment of the mission.
- (5) Avenues of approach. Based on all the previous analyses of the tactical aspects, develop possible avenues of approach. Development of avenues of approach does not consider the dispositions of enemy forces. An avenue of approach must afford some facility of movement and room for adequate dispersion for a force large enough to have a significant effect on the outcome of the operation. When either opposing force has available an adequate number of aircraft which can be used to deploy troops and equipment forward of the battle area and significantly affect the accomplishment of the mission, air avenues of approach may be listed. If terrain and weather conditions do not significantly influence choice of flight paths, then air avenues of approach are not listed. Enemy avenues of approach are listed first, followed by a list of our avenues of approach into the enemy battle area. When the opposing forces are not in close contact, or when only security forces are in contact, avenues of approach to the battle area for both forces are listed. Each listing of an avenue of approach is accompanied by a brief discussion to provide a basis for subsequent development of possible courses of action by either force. For administrative support units

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the discussion of avenues of approach is based on rear area security requirements.

- b. Administrative support aspects. Analyze the facts listed in paragraph 2 and the subconclusions developed under tactical aspects. Isolate those facts and subconclusions which significantly affect activities listed below by influencing choices of possible courses of action by either force or by requiring special activities to ensure combat effectiveness and adequate support. Omit any activity that is not significantly influenced.

- (1) Personnel management: Of particular importance when weather and terrain conditions are severe, the area of operations has a significant population to include potential labor forces, or political and economic conditions are unsettled.
- (2) Logistics: Of particular importance when weather and terrain conditions are severe, the area of operations either imposes additional logistical requirements or has significant resources of military value, or political and economic conditions are unsettled. Detailed coverage is required for those commands whose mission is logistical support of other units.
- (3) Civil affairs: Of particular importance in limited war, occupation operations, or when extensive civil affairs responsibilities have been assigned to the command. It is particularly important to tactical units when the numbers of civilians in the area present control problems and restrict use of fire power. Detailed coverage is required for commands with extensive civil affairs responsibilities.

4. EFFECTS OF CHARACTERISTICS OF THE AREA

This paragraph contains the conclusions reached on the basis of the facts and subconclusions developed in the previous paragraphs. The final conclusions are stated in terms of effects on the general courses of action available to both forces as indicated below.

- a. Effect on enemy courses of action. List in turn each significant possible enemy course of action such as attack, defense, withdrawal, use of air, armor, nuclear fires, chemical and biological agents, guerrillas, etc. Accompany each listed course of action (using separate subparagraphs) by a discussion, to indicate the characteristics of the area favoring or not favoring the course of action. For attack courses of action indicate the best avenue of approach. For defense courses of action indicate the best defense areas and the best avenues of approach leading to the defense areas.
- b. Effect on our courses of action. Discuss in the same manner as in subparagraph 4a those broad courses of action which will accomplish or facilitate the accomplishment of the mission such as attack or defense, withdrawal, (including use of air, armor, nuclear fires, chemical and biological agents, and guerrillas).

G2

Annexes

(Classification)

Example 74. Analysis of Area of Operations, Corps

(Classification)

Copy No. 2
 1st Corps
 BARD01 (187438) NESHUMA
 111200 June 19__
 SB 2

ANALYSIS OF AREA OF OPERATIONS NO. 7

Reference: Map NESHUMA, 1:100,000, BRIGITA

1. PURPOSE AND OTHER LIMITING CONSIDERATIONS.

- a. Purpose. To analyze the area within the corps zone from vicinity WYLA (2157) northwest to and including the POTAPAWI Canal.
- b. Mission. Attack 140430 June; seize high ground 2140-2857; destroy enemy in zone; deny area south of POTAPAWI Canal to the enemy; protect army east flank.

2. GENERAL DESCRIPTION OF THE AREA.

a. Climatic or weather conditions.

- (1) Climate. (Annex A, Climatic Summary).
- (2) Weather. Weather forecast, 12 June-15 June.
 - (a) Precipitation. None predicted.
 - (b) Fog. None predicted.
 - (c) Temperature. From 72° to 85° F.
 - (d) Wind. Surface winds, from the south 7 to 9 miles per hour. Winds aloft for yields of tactical interest about 15 knots from the south.
 - (e) Cloudiness. None predicted.
 - (f) Atmospheric pressure. Average about 980 millibars.
 - (g) Moon. New moon: 19 June.
 - (h) Light data.

<u>DATE</u>	<u>BMNT</u>	<u>BMCT</u>	<u>EENT</u>	<u>EENT</u>	<u>MOONRISE</u>	<u>MOONSET</u>
13 June	0329	0440	1933	2038	2024	0608
*	*	*	*	*	*	*
16 June	0332	0446	1930	2037	2137	0901

b. Terrain.

- (1) Relief and drainage systems. Area is drained by the ISHO River on the east and northeast and by the ZOSHA River on the south and southwest. The ridge from Hill 406 (1449) to ROTZ (2234) generally bisects the area. The major spurs of this ridge run generally east and west. The terrain is generally rolling with a series of sharply rising tablelands. The KILRA, ISHO and ZOSHA Rivers and the POTAPAWI Canal are unfordable. The ISHO River north of BRIGITA averages 30 meters wide and 2 meters deep. The ZOSHA River averages 15 meters wide and 2 meters deep. The POTAPAWI Canal has steep banks about 3 meters deep and is about 18 to 22 meters wide at the top of the banks. All other rivers and streams are fordable, varying from 1 to 6 meters wide and about 14 inches deep. Annex B, Relief Overlay.

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- (2) Vegetation. Vegetation consists of growing crops, pasturelands, and wooded areas. Underbrush has been cleared throughout the area. Roads and stream banks are generally bordered with trees. Small, scattered patches of trees are found in the low-land plains. Annex C, Vegetation Overlay.
 - (3) Surface materials. Surface material consists primarily of thick clayey soil, with low sodium content, on a hard limestone base. Above 200 meters elevation, with few exceptions, the soil is capable of supporting heavy wheeled and tracked vehicles. The rains do not seriously affect trafficability. Below 200 meters elevation, and in stream bottoms, the soil is capable of supporting only light tracked or wheeled vehicles moving singly and becomes impassable where the turf has been destroyed, or where vehicles travel in column.
 - (4) Manmade features. The principal roads, north-south through BLIPP (1557) and BARDOL and east-west through BRIGITA and TACO (1451), are hard surfaced and 7 meters wide. The area is covered with an extensive network of secondary roads. All bridges on regularly maintained roads are two-way class 50. Villages consist of closely grouped buildings of brick or stone. Aggressor has constructed extensive field fortifications and artificial obstacles throughout the area he occupies south of the POTAPAWI Canal. The artificial obstacles, primarily minefields and wire entanglements are most extensive in the ZOSHA River valley and in the general area 1058—1268. Small coal mines are scattered throughout the area.
- c. Sociology.

- (1) The area is mostly rural. The farm villages have present populations of less than 100 each. The farmers are mostly workers on large farm properties recently confiscated by the Circle Trigon government. The large towns in the area, listed below with present population, are market and mining centers.

BRIGITA

15,000

* * * * *

- (2) The political and economic instability that preceded the seizure of power by the Circle Trigon Party resulted in lowering of moral standards and breakdown of family control. Petty thievery, pilfering, and bribery are accepted ways of life. Juvenile delinquency by both males and females is common.

d. Economics.

The economic instability of NESHUMA and last year's crop failure have resulted in near starvation conditions. Present crops ripen in September. Black-marketing and barter are the major types of trade. Aggressor ration controls are ineffective as there is little food or goods to be obtained through regular trade channels.

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e. Psychology.

- (1) The local population consists mostly of semi-illiterate farmers and miners who are highly responsive to verbal and pictorial mediums appealing to their love of earth and country. They are distrustful of strangers and quick to violent anger when property is apparently needlessly destroyed.
- (2) Except for a fanatic core of Circle Trigon officials, the local population is hostile to the Circle Trigon regime. This hatred has been fed by the ruthless land confiscation of the regime and the civilian labor impressment policies of the Aggressor forces. The local population expects the UN Forces to restore farm property immediately to their original owners.

3. MILITARY ASPECTS OF THE AREA.

a. Tactical aspects.

(1) Observation and fire.

- (a) Weather conditions. Weather permits good air and ground observation. Continued dry weather will increase dust clouds caused by nuclear weapons and reduce observation for a significant period in nuclear target areas. Weather favors our use of smoke but not Aggressor's use of smoke.
- (b) Relief. From the Aggressor-held high ground, observation over approaches into his position is excellent. The Aggressor-held hills west of the KILRA and ISHO Rivers dominate the western part of the area. High ground vicinity Hill 408 (1342) gives Aggressor excellent observation to the southwest, west, and north. The corps objective, with the spur extending south, gives Aggressor excellent observation over all approaches leading directly to it. Fields of fire for flat-trajectory weapons are generally short and good, and excellent in valley bottoms and from the military crests of open hill tops. The excellent fields of fire on the southern slopes of DANKO Woods Ridge and Hill 406 and from the southern slopes of the corps objective favor Aggressor defense. Long-range fields of fire to the north from DANKO Woods Ridge favor our attack after we have gained this area. Fields of fire for high-angle weapons are good throughout the area.
- (c) Vegetation. Within wooded areas fields of fire for flat-trajectory weapons are restricted to trails and roads. Vegetation restricts ground level observation. Forest fire smoke clouds will reduce observation throughout the area.
- (d) Manmade features. Village church steeples are high enough to serve as excellent observation points.

(2) Concealment and cover.

- (a) Relief. The rolling terrain affords partial cover and a concealment from ground observation. The rolling terrain and numerous folds in the grounds will provide some protection from thermal effects of nuclear bursts.

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- (b) Vegetation. IVAR Forest (1863) offers excellent concealment for large units. Woods throughout the area afford some protection from thermal effects due to thick deciduous cover being in full leaf.
 - (c) Manmade features. Buildings in the area offer some cover from small arms fire and shell fragments but do not protect from blast to any significant degree.
- (3) Obstacles.
- (a) Relief. Terrain favors Aggressor use of persistent toxic chemicals in the valley forward of his present position. Drainage system consisting of KILRAY, ISHO, and ZOSHA Rivers and POTAWI Canal.
 - (b) Vegetation. Woods, especially the IVAR Forest, will become obstacles in the event of blowdown or if set afire and favor the use of persistent chemicals. Cultivated areas will limit wheeled vehicles.
 - (c) Surface materials. In stream bottoms and below 200 meters elevation, the wet soil will magnify the cratering effects of subsurface nuclear bursts and will not support offroad vehicular traffic except for movement of single light vehicles.
 - (d) Manmade features. Extensive artificial obstacles consisting of minefield and wire, are located on the west flank and in the area 1355-1657. This hinders movements and limits use of avenues of approach in these areas. Except for BRIGITA, buildings and villages do not present any significant obstacles even if destroyed by blast.
- (4) Key terrain features.
- (a) GRILLVAR Hill mass (2041). This terrain feature controls the avenues of approach in the western part of the corps zone. It is key terrain, if our plan of attack calls for a main effort in that area, we must progress south of it to assure success of the main effort.
 - (b) Hill 390 (1310) and Hill 421 (1820). If the enemy attacks before we do and seizes or controls either or both of these hill masses, it will prevent, or at least seriously hinder the launching of the corps attack.
 - (c) TNOMYEH-NAOJ Ridge. This ridge controls the area immediately south of the POTAWI Canal and all the major crossings over the canal. This mission cannot be accomplished without seizure of this terrain.

* * * * *

(5) Avenues of approach.

- (a) Available to Aggressor into our position.
 - 1. Axis IRVE (2358)—OLIRI (1832)—Hill 390. This approach is wide enough for at least two regiments with adequate dispersion. It leads almost directly to a key terrain

(Classification)

(Classification)

feature, crosses few obstacles, has good trafficability and a fair road net.

* * * * *

(b) Available to us into Aggressor's position.

1. Axis Hill 398 (1138)—ALEXO (2042)—TNOMYEH-NAOJ Ridge.

This approach is wide enough for at least one infantry division with adequate dispersion. It is a valley approach until ALEXO is reached. The valley floor in the vicinity of ALEXO is partially blocked with mine-fields. When ALEXO is reached high ground is retained all the way to the corps objective. The road net is excellent and there are no trafficability problems.

* * * * *

b. Administrative support aspects.

- (1) Personnel. Sociological characteristics adversely affect discipline, law and order, utilization of civilian labor, and security of installations.
- (2) Logistics. Sociological characteristics adversely affect security of supply installations. Economic characteristics may impose additional logistical burdens. Mines in the area may be sources of construction equipment and materiel.
- (3) Civil affairs. Sociological, economic and psychological characteristics create problems in control of civilians to prevent interference with operations and to maintain security. Dissemination of instructions to civilians will require special measures.

4. EFFECTS OF THE CHARACTERISTICS OF THE AREA.

a. Effect on enemy courses of action.

(1) Effect on enemy defense.

(a) Aggressor-held terrain favors defense in depth to the corps objective with main defenses in the GRILLVAR Hill and TNOMYEH-NAOJ Ridge areas. Aggressor has excellent observation over all avenues of approach and his flanks are protected by the rivers on the east and by the river and artificial obstacles on the west. The best avenues of approach to these areas are * * *.

(b) The excellent visibility permits Aggressor to make maximum use of his supporting fires.

(2) Effect on enemy attack.

(a) Aggressor's best avenue of approach is the axis IRVE-OLIRI-Hill 390.

(b) Excellent visibility limits unobserved Aggressor movements toward our positions except during darkness. Lack of precipitation favors cross-country mobility.

(3) Effect on enemy air. Weather favors the Aggressor use of air. Terrain favors Aggressor use of air-delivered nuclear weapons as long as he controls DANKO Woods Ridge.

(Classification)

(Classification)

- (4) Effect on enemy use of nuclear weapons. Weather favors use of nuclear weapons. Effective winds do not favor use of fallout from nuclear weapons.
- (5) Effect on enemy use of chemical warfare. Weather conditions do not favor use of toxic chemicals. Terrain favors use of persistent toxic chemicals in the valley forward of his present defensive position. Extensive wooded areas also favor use of persistent toxic chemicals.
- b. Effect on our courses of action.
 - (1) Our best avenue of approach is axis Hill 398—ALEXO—TNOMYEH—NAOJ Ridge.
 - (2) Weather and terrain do not favor our attack. They restrict our ability to maneuver toward the Aggressor positions without being observed except during darkness. The lack of precipitation favors cross-country mobility except below 200 meters elevation.
 - (3) Weather favors our use of nuclear weapons. The rolling terrain and the numerous folds provide some protection from thermal effects of nuclear bursts. Wooded areas are dry and easily set on fire. Soil composition does not favor the production of high intensities of induced contamination. Winds aloft favor our use of fallout from nuclear weapons.
 - (4) Weather conditions favor our use of toxic chemicals.

Acknowledge.

HAY
Maj Gen

Annexes: A—Climatic Summary (Omitted)
B—Relief Overlay (Omitted)
C—Vegetation Overlay (Omitted)

Distribution:

OFFICIAL:

/s/ Seabrook
SEABROOK

(Classification)

Form 27. Staff Study

(Classification)

Headquarters
Place
Date and Time

File No. —

SUBJECT: (Sufficient for file identification.)

(The heading is similar to that used for a military letter. The file number and subject are included as in a military letter. Classification appears at the top and bottom of each page.)
(Omit any paragraph which is not applicable.)

1. PROBLEM. Concise statement of the problem in the form of a mission. If the problem is complex, indicate the scope. Subparagraphing may be used.
2. ASSUMPTIONS. Any assumptions necessary for a logical discussion of the problem. Assumptions are used in the absence of factual data to constitute a basis for the study and to broaden or limit the problem. The assumption, while not a fact, must at least have a basis or foundation of fact.
3. FACTS BEARING ON THE PROBLEM. Paragraph 3 contains statements of undeniable fact having influence on the problem or its solution. Care is exercised to include no unnecessary facts since they only serve to confuse the issue being discussed. Some facts may be uncovered during research while others are inherent in the directive assigning the problem.
4. DISCUSSION. Paragraph 4 includes the analysis of all the relevant factors in detail including the advantages and disadvantages of possible solutions to the problem. This is the paragraph in which the author sets down in a clear and concise manner his analysis of the data secured during his research. In a lengthy or complicated staff study this paragraph may be only a summary with the details included in a discussion annex. The author must exercise the same care in setting down his discussion as was used in analyzing his data to insure that each item is placed in its proper perspective.
5. CONCLUSIONS. Paragraph 5 presents the conclusions drawn from the analysis of all the relevant factors, all possible solutions to the problem, and the factors which affect those solutions.
6. ACTION RECOMMENDED. Paragraph 6 must be in consonance with the conclusion the staff action must be complete. If it is recommended, for example that a letter signed by the Commander be dispatched to a subordinate commander, the actual letter should be drafted and attached to the study as an annex.

Initiating staff officer
committee chairman, or
head of staff agency¹

ANNEXES: (List those accompanying the study.)

¹Signature should include position title and telephone number.

(Classification)

(Classification)

CONCURRENCES: Each staff officer concerned indicates his concurrence by his initials followed by his rank, name, official position title, and telephone number.

NONCONCURRENCES: Each staff officer concerned indicates his nonconcurrence by his initials followed by his rank, name, official position title, and telephone number. In each case reasons for nonconcurrence should be stated briefly here or on a separate memorandum, which will be attached as an additional annex.

CONSIDERATION OF NONCONCURRENCES: The author of the staff study states the results of his consideration of any nonconcurrences. If his consideration shows that the nonconcurrence cannot be supported, the reasons therefore will be stated. The author will sign or initial this consideration of nonconcurrence.

ANNEXES ADDED: (List the annexes, if any, containing nonconcurrences.)

ACTION BY APPROVING AUTHORITY: (Heading not necessary.)

Data

Approved (disapproved), including (excluding) exceptions.

Signature

(Classification)

Example 75. Staff Study

(Classification)

Headquarters, 1st Army
APO 707
131200 Jun —

383.6

SUBJECT: Recovered US Military Personnel.

1. PROBLEM. To determine whether US prisoners of war recovered by 1st Army should be held in the army service area for processing or moved immediately to the communications zone.
2. ASSUMPTIONS.
 - a. Approximately 20,000 prisoners per month for the next four months will be recovered by 1st Army.
 - b. Many recovered prisoners will be in poor physical condition.
3. FACTS BEARING ON THE PROBLEM.
 - a. Air transportation for as many as 1,000 to 2,000 personnel a day is available. Adequate additional rail transportation is available.
 - b. Truck transportation, although available, is not required.
 - c. There is no existing Department of the Army policy governing processing and evacuation of recovered prisoners of war.
 - d. During World War II, recovered military personnel were evacuated as soon as possible to the zone of the interior for complete processing and rehabilitation.
4. DISCUSSION.
 - a. Advantages in immediately moving recovered personnel to the communications zone: (These are concurrently disadvantages of retaining recovered prisoners in the army area.)
 - (1) 1st Army would not have to expend manpower needed for other requirements to process these individuals.
 - (2) Housing facilities may be entirely lacking at point of recovery. In any event, better facilities exist in the communications zone.
 - (3) Recovered personnel should be hospitalized. 1st Army does not have the necessary medical facilities.
 - (4) Rapid evacuation will have a beneficial morale effect on the troops and the public.
 - b. The only advantage in holding personnel in the army area is to obtain information of the enemy by detailed interrogation. (Concurrently, a disadvantage of immediate evacuation.)
 - c. For details, see Annex A, Discussion.
5. CONCLUSION. United States military personnel recovered from the enemy should be evacuated to the communications zone with minimum delay.
6. ACTION RECOMMENDED.
 - a. That the conclusion in paragraph 5 be approved.
 - b. That the attached letter (Annex B) be signed and forwarded to the Commanding General, 1st Army Group.

SMITH
Brig Gen, USA
G1, Ext 211

(Classification)

(Classification)

ANNEXES: A—Discussion (omitted)

B—Letter to CG, 1st Army Group

CONCURRENCES.

GBF Brig Gen Frank, G3, Ext 213

HLB Brig Gen Bolde, G4, Ext 214

TMB Brig Gen Black, Surg, Ext 216

ANW Col White, AG, Ext 217

NONCONCURRENCE. LJM Brig Gen Meany, G2, Ext 212. Immediate evacuation of recovered personnel will prevent early interrogation and could result in loss of timely information concerning the enemy.

CONSIDERATION OF NONCONCURRENCE. The desirability of obtaining information from recovered military personnel as quickly as possible is recognized. However, since most of these men will have been confined and removed from the area of actual combat, the information which they may furnish would not affect the immediate tactical situation. Information could be obtained from the men by the use of an interrogation form either while they are being returned to the communications zone or upon their arrival there. This information could be sent to G2 for his review.

WES

ANNEXES ADDED: None.

ACTION BY APPROVING AUTHORITY:

Approved (disapproved), including (excluding) exceptions as noted.

Signature

(Classification)

(Classification)

Annex B to Staff Study (Recovered U.S. Military Personnel) 13 Jun 58

HEADQUARTERS 1ST ARMY

OFFICE OF THE COMMANDING GENERAL

APO 707

383.6

SUBJECT: Recovered United States Military Personnel

TO: Commanding General

1st Army Group

APO 793

1. I recommend that United States military personnel held prisoner by the enemy and recovered in the course of advance by United States forces be moved immediately upon recovery to the communications zone, preferably by air.

2. 1st Army information sources indicate that approximately 20,000 prisoners per month will be recovered. Holding such individuals under army control for processing would call for an expenditure of manpower and supplies badly needed for tactical operations. In addition, the physical condition of these recovered prisoners is anticipated to be such that many, if not all, of them should be hospitalized upon recovery. Such hospitalization is not feasible with the medical personnel and facilities now available in the army area.

3. An apparent disadvantage is the delayed interrogation of these prisoners. I believe, however, this disadvantage is offset by the many advantages to be gained by the recommended action.

T. E. HAY
General, USA
Commanding

(Classification)

APPENDIX VII

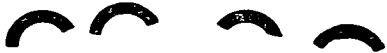
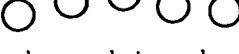
OVERLAY TECHNIQUES

I. Military Symbols

a. General. Military symbols are used to portray in a condensed form a graphic picture of a unit, installation, or activity. Symbols are used extensively on maps, sketches, and overlays.

b. Authorized symbols. FM 21-30, *Military Symbols*, lists all of the symbols that are in current use by the Army and Air Force. For convenience some of the most commonly used symbols are given herein.

c. Lines.

- (1) Bomb line (nonnuclear) - - - - - BL - - - - - BL
 Nuclear bomb line - - - - - Nuclear BL - - - - -
- (2) Nuclear safety line (NSL) - - - - - NSL
- (3) Friendly forward dispositions - - - - - 
- (4) Enemy forward dispositions - - - - - 
- (5) Friendly patrols - - - - - 
- (6) Enemy patrols - - - - - 

NOTE: Dots for line of patrols do not indicate the actual size or location of patrols. Dots on the reconnaissance and security position (RSP) indicate as nearly as possible the exact location of positions to be covered but not the size of the reconnaissance and security force.

- (7) Phase line - - - - - PL RED - - - - -
 Phase lines are—

(a) Shown by solid lines drawn approximately perpendicular to the direction of advance. They should be labeled "PL" (for phase line) and given a letter, number, or code name designation.

(b) Used as a basis for reporting and as a control measure.

(c) Clearly defined on the ground and map.

- (8) Line of departure - - - - - LD 

(a) In conjunction with the time of attack, the line of departure serves to coordinate the advance of the attack echelon so that its elements will strike the enemy in the order and at the time desired.

(b) Characteristics:

- 1. Clearly defined on the ground and on the map.

2. Approximately perpendicular to the direction of attack.

3. The line of departure will normally be shown by a solid line marked "LD," and when possible will coincide with a recognizable terrain feature on the ground.

(c) When it is not practicable to designate a specific terrain feature as a line of departure, the phrase "Line of Departure is Present Position" (LD is PPos) may be used for units in contact which are to attack from current positions. The phrase "Line of Departure is Friendly Forward Dispositions" (LD is FFD) will be used in fluid situations where the current dispositions are likely to change prior to execution of the order. Examples of the latter situation include continuation of an exploitation, a counterattack, or a passage of lines.

(9) Straggler line (when established) S _____ S _____

(10) Light line - - - - - LL _____

d. Boundaries.

(1) Boundaries are shown by a solid line if presently in effect or made effective by the order being prepared.

(2) Boundaries are shown by a broken line and labeled with time to be effective if future or proposed.

3/63
- - - - - ||| - - - - -
4/64 (Eff on divO)

(3) A symbol is placed on the boundary to show size and designation of the largest units which have the boundary in common. Only one such symbol is placed on a boundary.

(4) If the units are of unequal size, the symbol of the larger unit is shown and the designation of the smaller is given completely to show its size. Example: Boundary between 20th Inf Div and 201st Armd Cav.

20

XX
201st Armd Cav

(5) Boundaries between Allied units include the national distinguishing letters. Example: Boundary between 8th (UK) Army and 4th (US) Army.

8 (UK)

XXXX
4 (US)

(6) No boundary is required between a major unit and an armored cavalry or reconnaissance unit performing a reconnaissance mission on the major unit's flank. However, a boundary may be placed between a flank unit and an armored cavalry or reconnaissance unit when it is desired to relieve the flank unit of responsibility for excessive area.

(7) If the armored cavalry or reconnaissance unit is used as an attack unit and is given an objective to seize, then a boundary between the major unit and cavalry unit is required.

(8) Boundaries extend beyond the objective far enough to coordinate the fires required for its seizure and consolidation.

(9) Rear boundaries are habitually designated for infantry divisions and higher units. They are normally shown in administrative orders and may appear in operation orders. The symbol of the smaller unit is shown and only the designation of the smaller is given.

20

XX

e. Direction of attack arrow.

(1) A direction of attack arrow is used when the commander considers it essential to specify the direction of the main attack to coordinate closely a plan of maneuver (for example, in a wide zone or for a counterattack). A direction of attack arrow should extend only as far as this form of control is essential to the overall plan.

Example:

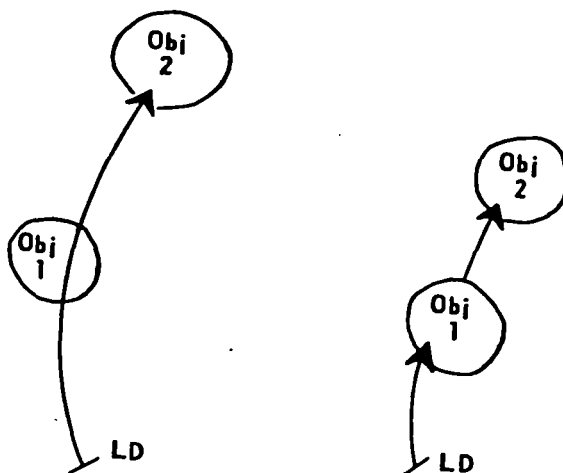


(2) The arrow indicates the line along which the commander issuing the order wants a subordinate commander to make his main attack.

(3) The arrow should be used only where necessary because it restricts the maneuver of the subordinate unit.

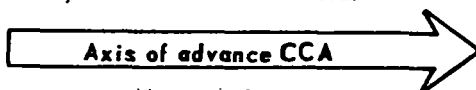
(4) When a unit is directed to seize successive objectives with its main attack along a certain line, either one arrow extending through the objectives to the final objective or a series of arrows connecting the objectives to the final objective may be used.

Examples:



f. Axis of advance. An axis of advance indicates the general direction of movement of a unit. The designated axis usually follows well-defined terrain features such as a series of roads, ridgelines, or valleys. A commander assigned an axis of advance may maneuver his troops and supporting fires freely to either side of the axis. However, he must insure that a deviation from the assigned axis does not interfere with the maneuver of adjacent units. If it does, prior clearance must be obtained from higher headquarters. The unit which is to use the axis may be included as indicated.

Example:



g. Routes

(1) *Routes of march.* Arrows are used to show routes of march. They should be labeled with the word "Route" and a number, letter, or unit designation. Arrows may be added to indicate one-way or two-way traffic

Example: 

(2) *Main supply route.*

Example: 

h. Objectives.

(1) Each objective is identified by the abbreviation "Obj" and a number, letter, or unit designation.

Examples:



(2) An objective assigned by higher headquarters may be given entirely to one subordinate unit or it may be divided. If divided, the objective may be shown graphically as separate objectives and numbered accordingly, or it may be divided into objectives by a boundary line.

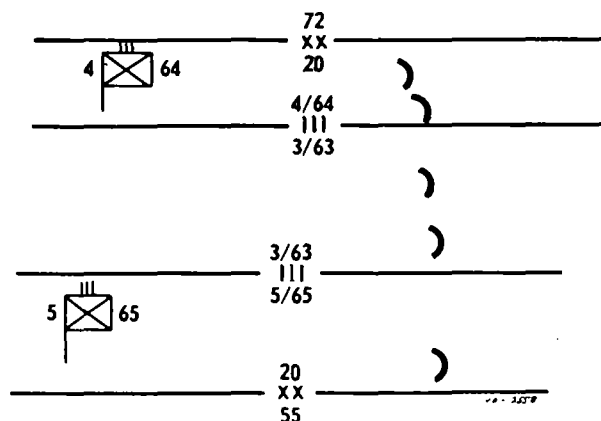
(3) No set system has been established for designating objectives. Numbers or letters may be used. *Sequence of numbering does not indicate priority of seizure nor importance.*

(4) A division operation overlay normally shows objectives for only those units directly under division control; therefore, objectives for companies are shown on division operation overlay only if the companies are under division control.

i. Location of units

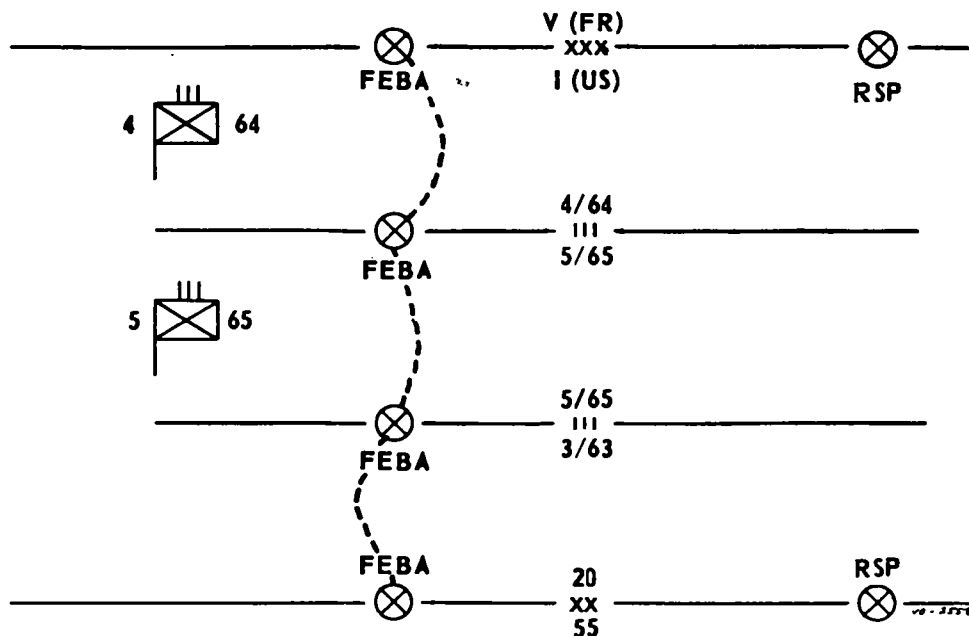
(1) In the attack, assault units are indicated on the operation overlay by boundaries and a command post symbol when the location is known.

Schematic example



(2) In the defense, units on the FEBA are indicated by boundaries, limiting points, and command post symbol when the location is known. A trace of the FEBA between limiting points may be provided as a guide to subordinate commanders in orders for defense on a wide front.

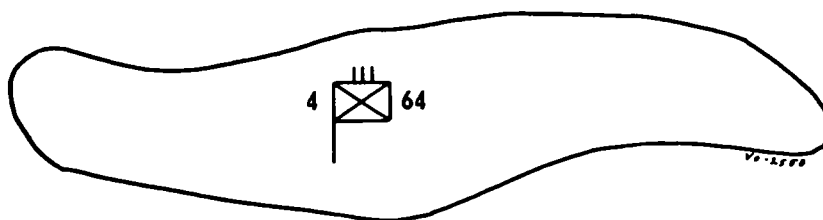
Schematic examples:



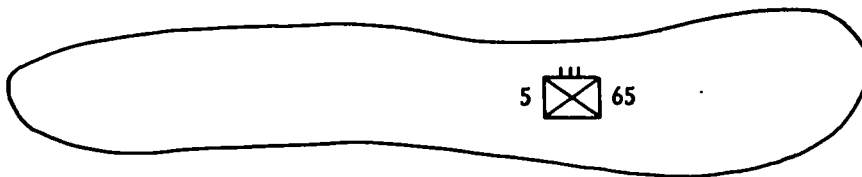
(3) The location of the reserve is shown by an assembly area symbol delimiting its area, and by a command post symbol if the actual location of the command post is known.

Examples:

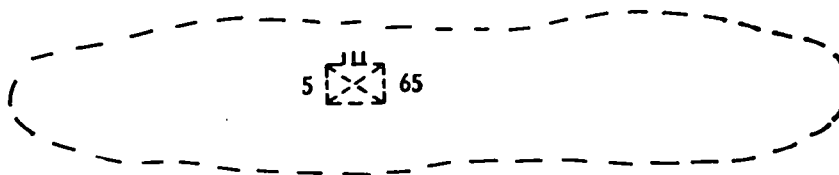
(a) Command post known.



(b) Command post not reported.

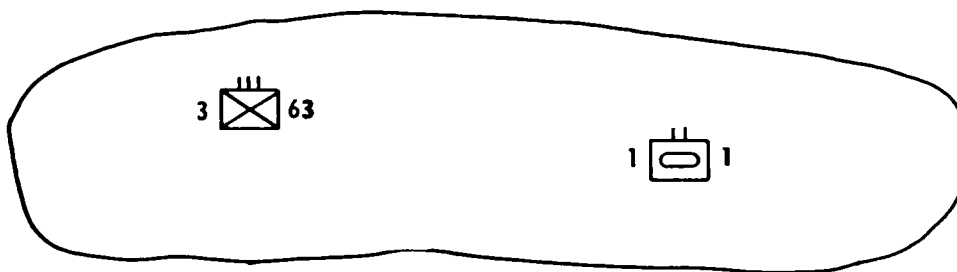


(c) Assembly area to be occupied at some future time.



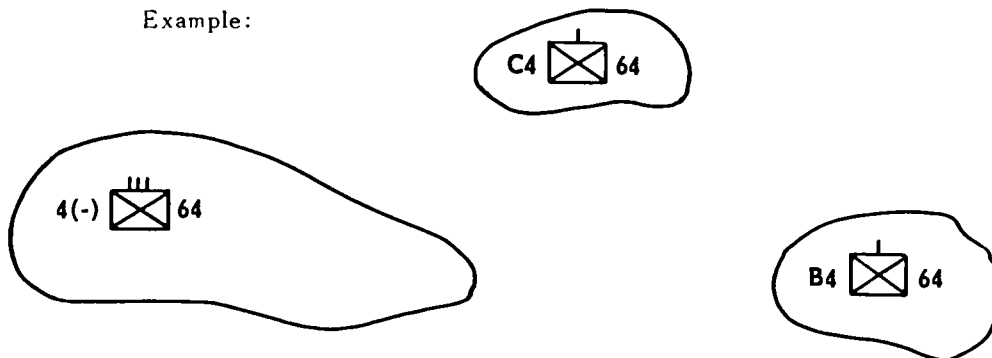
(4) Two units composing the reserve may be shown in the same assembly area when located near each other. This does not indicate any particular command relationship between these units.

Example:



(5) Reserve units in dispersed areas are indicated by a series of assembly areas:

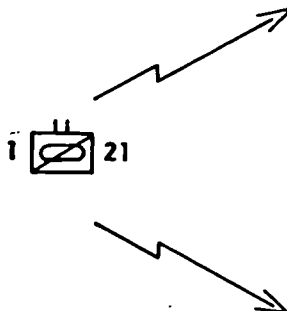
Example:



(6) *Graphic portrayal of missions for a cavalry unit.*

(a) The following symbol may be used to show the *general location* of a cavalry unit with a security mission. The specific mission of the unit must be included on the overlay or in the written portion of the order.

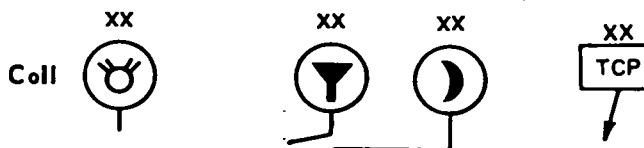
Example:



(b) If a reconnaissance unit is given a zone in which to attack or a sector to defend, its zone or sector of responsibility is shown by the use of symbols on the boundaries.

(7) The exact location of supply points or administrative installations may be indicated by placing a staff on the symbol. Base of staff indicates location.

Examples:



j. *Defense areas.* In defensive situations, a closed boundary line broken by an appropriate symbol ("goose egg") designates a unit occupying a defensive position.

(1) The "goose egg" is an enclosed area showing the outer *limits of location of troops* and *not the entire area* of responsibility.

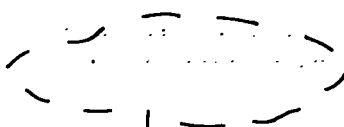
(2) In an operation order directing a defense, only defense areas directly under the control of the issuing headquarters are normally shown on the defense overlay as it goes to the troops. However, in some defense situations, company defense areas for selected battle groups may be required to insure coordinated defense of the division sector.

Examples:

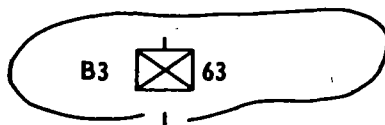
(a) Occupied company defense positions of a battle group on the FEBA.



(b) Unoccupied company defense position (or alternate reserve position).



(c) Position occupied by a company of the division reserve.



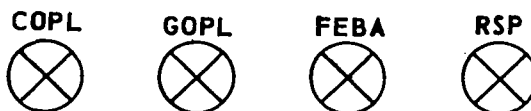
k. Limiting points.

(1) Limiting points are used in the defense to fix the localities at which the commander desires adjacent subordinate commanders to coordinate the defense.

(2) Limiting points must be located at some terrain feature easily recognizable on the ground and on a map.

(3) Limiting points are shown by a circle placed on a boundary with a cross (X) in the center. They should be labeled "COPL," "GOPL," "FEBA," or "RSP" to show the line or area they indicate.

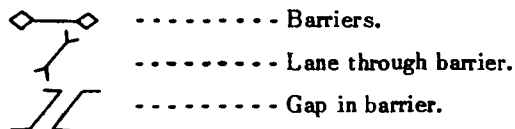
Examples:



(4) The labelling of limiting points used in an airborne operation normally is not necessary.

(5) Coordinates for limiting points or other symbols may be shown on the overlay.

l. Barriers.



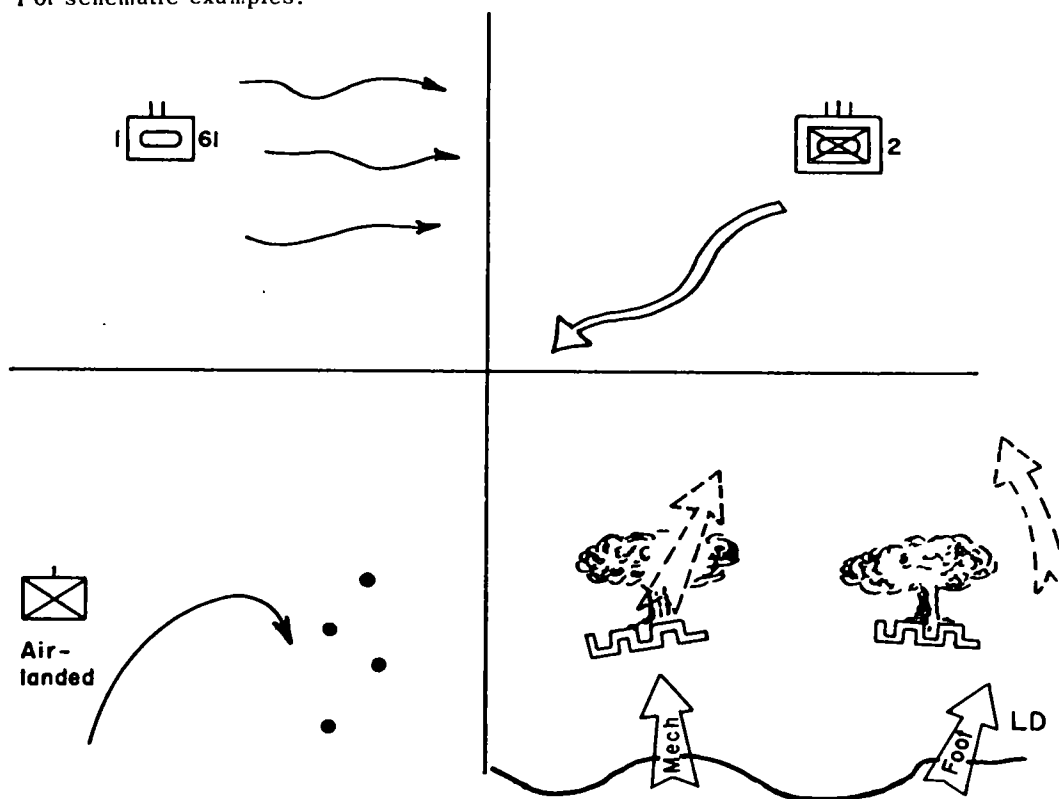
m. *Use of solid and broken lines.* When the location of a unit or an installation, or a coordinating detail (for example, assembly area or boundary) is in effect and will continue, or is made effective by the order being prepared, the appropriate symbol is shown by solid lines. The symbol indicating proposed or future location will be shown by broken lines.

n. *Control (check) point.* A control point is a conspicuous terrain feature which is given a name or number as a means of control. The terms "control point" and "check point" are frequently used interchangeably. When used in connection with an operation, selected terrain features are placed on an overlay normally issued as an annex to the operation order, i.e., Annex F, Control Point Overlay, to Operation Order 5. These points are selected throughout the zone of action. By reference to these points, a subordinate commander may rapidly and accurately report his locations, or the higher commander may designate objectives, boundaries, assembly areas, phase lines, etc., to his subordinate commanders.

2. Situation Overlays

The techniques covered in the preceding paragraphs are those used in preparing overlays *in plans and orders*. These techniques may also be used in preparing situation maps and overlays. In addition, any symbol which assists in portraying a particular situation may be used on a situation map or overlay. Operation overlays graphically portray orders and instructions to subordinate units to implement decisions; situation maps and overlays contain information.

For schematic examples:



APPENDIX VIII

CONFERENCE DATA

1. General

a. Commanders and staff officers inevitably find that participation in conferences is a frequent requirement. Conferences often replace visits and correspondence as a means of securing coordination because the conference—

(1) Is more likely to produce timely and sound results, when time is short, than will visits and correspondence between widely separated headquarters.

(2) Usually achieves more thorough coordination since all the facts and the experts to interpret these facts are brought together at one time. Normally the majority of conflicts can be fully resolved, and complete understanding of the procedures developed can be imparted to all agencies represented at the conference.

(3) Offers the surest method of working out, within the time available, procedures which will produce complete cooperation amongst the divergent interests of commands.

b. It is essential that commanders and staff officers have a thorough knowledge of the techniques of conducting and participating in conferences.

c. A commanders conference is a meeting of commanders (or their representatives). A staff conference is a meeting of staff officers, normally principal staff officers (or their representative), either of one headquarters, or of several headquarters. Other elements of the staff may be present at either a commanders conference or a staff conference, as required.

2. Purposes of Conferences

Conferences are called for specific purposes including determination and evaluation of facts; exchange of information and ideas; coordination of actions, including arrival at the best possible decision or reaching agreement in a particular area; problem solution; policy formulation; and instruction, counsel, or advice.

3. Considerations Affecting the Calling of Conference

Before a decision is made to call a conference, the following questions should be considered:

- a.* What are the objectives of the conference?
- b.* Can the objectives be attained as well or better by other means?
- c.* Is attainment of the minimum objectives of the conference likely at this time?
- d.* Are references currently available containing the facts essential to the success of the conference?
- e.* Is time so vital that correspondence or visits would delay too long the agreements needed?
- f.* How much time can be gained by the conference?
- g.* Are suitable participants available?
- h.* Can an appropriate place with suitable facilities be provided?
- i.* Are the proposed scope, duration, and agenda appropriate?
- j.* Are the issues clearly defined?
- k.* Can adequate preparation for the conference be made in the time allowed?

4. Preparation for the Conference

Once the decision is made to call the conference, the staff prepares a conference planning checklist. This checklist assists the conference planner by insuring that he (1) understands the

exact purpose of the conference, (2) considers all of the participants to include an analysis of the group characteristics which will result from the assemblage, (3) prepares a proper agenda, (4) provides proper facilities and materials, and, (5) has plans for the preparation and use of a final report on the conference.

5. Conduct of the Conference

Conferences are conducted differently depending upon the purpose, the authority of the conference leader, and the agenda. If the purpose of the conference is to solve a problem, the conference leader defines the problem and guides the group in obtaining the facts or assumptions and in making deductions therefrom which will influence the solution. The leader should then cause the group to propose alternatives by encouraging free thinking and avoiding critical analysis or comparison. Once alternatives have been proposed by the conferees the leader should encourage critical analysis and evaluation in an effort to cause the group to move toward an acceptable solution. Action may be required on the part of the conferees as a result of the solution to the problem. The leader should assign responsibility for such action within his authority and move on to the next item on the agenda. Whatever the purpose, the successful conduct of a conference depends on adhering to the agenda and avoiding tangential activity, and compilation of the results in usable form for the actions which must be taken after the conference.

6. Authority of Conference Leader

The authority vested in the conference leader influences the procedures to be followed by both the conference leader and the other participants. When the conference leader has no command authority over participants, all decisions, agreements, or recommendations must be determined by negotiation or reference to a command superior for action.

7. Agenda

The conference agenda, prepared and circulated before the conference, is the principal means by which the efforts of the conference are organized toward a common objective. The simplest form of agenda is a memorandum to the prospective participants covering the date, time, and place of the conference, and a list of the items to be discussed. A complete and carefully prepared agenda, besides the usual announcements regarding arrangements includes:

- a. An accurate statement of each point to be discussed, noting areas of possible conflict of views and points on which agreement is desired.
- b. All available material or information that may assist the conferees in preparing themselves for the conference.
- c. Designated individuals from whom special information will be requested at the conference.
- d. A proposed solution to the problem for consideration by the conferees.

8. Types of Conferences

The type of conferences in which a commander and his staff frequently participate are listed below. Participation varies with the conference purpose, and includes representation from all interested agencies.

- a. *Command.*
- b. *Staff.*
- c. *Planning.*
- d. *Training.*
- e. *Committee.*
- f. *Interview.*
- g. *Multipurpose Conference Involving More Than One of the Above.*

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By Order of *Wilber M. Brucker*, Secretary of the Army:

L. L. LEMNITZER,
General, United States Army,
Chief of Staff.

Official:

R. V. LEE,
Major General, United States Army,
The Adjutant General.

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USAR: Units—same as Active Army except allowance is one copy to each unit.

For explanation of abbreviations used, see AR 320-50.

Activity	G1	G4	G5	G2	G3	Special staff officers
	Functions as the commander's principal coordinating staff assistant on matters which pertain primarily to individuals under military control, both friendly and enemy, both military and civilian, directly utilized by the military command.					IG-inspects all military installations and nonmilitary agencies as required by the commander.
1. Maintenance of unit strengths.						
a. Loss estimating.	Maintains a continuous loss estimate, balanced against forecasts and personnel receipts, to provide information on current and future status of requirements, together with recommendations for solution thereof.	Uses loss estimates, as a factor, along with medical-patient experience furnished by the surgeon, in planning medical evacuation and hospitalization.	Considers personnel strengths in planning requirements in civil affairs operations.	Furnishes anticipated effects of enemy nuclear weapons.	Considers impact of anticipated losses on courses of action.	
b. Personnel reports and records.	Supervises system of records and reports showing status of personnel matters in the command as a whole, including: (1) Strength reports. Data required to keep the commander informed on the strength of the command. Reports of direct and immediate concern include personnel daily summary, special strength reports (emergency type reports), periodic personnel reports. (2) Other personnel reports, such as morning reports, casualty reports, etc. (3) Personnel requisitioning.	Considers personnel strengths in planning requirements in logistical operations.			Considers personnel strengths in formulating all plans and determining vulnerabilities.	AG-administers system of personnel reporting, except for personnel daily summaries, special strength reports, and periodic personnel reports. Surg-uses loss estimate as a factor in formulation of medical service plan. PM-uses straggler estimate as a factor in preparing straggler control plan.
c. Replacements.						
(1) Individual.	Determines requirements; supervises requisitioning procedures; recommends allocations; establishes policies and procedures for processing; plans for movement.	Establishes priority of assignment to administrative support units when strength is critical; provides logistical support of replacement system.	Makes recommendations covering replacements for civil affairs personnel.	Makes recommendations covering disposition of specially trained intelligence personnel.	Establishes priority of assignment when replacements are critical; determines, in conjunction with the personnel management officer, requirements for unit replacements and makes requests through command channels for such units.	All-make recommendations as to particular replacement personnel for their respective service or activity. AG-supervises the replacement system; classifies and assigns replacements in accordance with established policies and priorities. Maintains records. Performs operating functions of the replacement officer when no command is assigned for this function.
(2) Unit.	Determines availability of units; coordinates with the operations officer on recommendations as to requests for units or individual replacements.					
2. Personnel management.						
a. Personnel of the command.	Exercises coordinating staff supervision of all management matters (including personnel procedures) affecting personnel of the command as individuals. Classification and assignment to insure that objectives of the program are carried out. Recommends policies and supervises the execution of programs concerning decorations and awards, promotions pay, transfers and reassignments, as well as demotions and separations. Promotes the welfare of the command by recommending policies and supervising the execution of programs governing health and hygiene, working hours, leaves and passes, religious participation.					AG-conducts personnel management activities of military and civilian personnel. Maintains statistical and accounting records. Chaplain-provides religious services as required. Coordinates ministrations to prisoners in confinement. IG-receives, investigates, and reports upon allegations, complaints, and grievances of individuals and agencies. Surg-assists in planning and supervising health and hygiene programs.
b. Prisoners of war.	Plans for and supervises custody, administration, utilization, and treatment of prisoners of war and civilian internees from capture or taking custody to evacuation, repatriation, or parole.	Provides housing, feeding, hospitalization, transportation, and evacuation for prisoners of war and civilian internees; plans use as labor.	Furnishes availability of local supplies for feeding and clothing civilian internees; and availability of facilities for or materials for use in construction of cages and camps.	Estimates the number and capture rate of POWs; insures continued interrogation of selected POWs; insures screening and debriefing of recovered US personnel.	Considers requirement for additional troop units as guards.	PM-supervises and administers collection, evacuation processing, internment, care, treatment, discipline, safeguarding, utilization, education, and repatriation of POWs and civilian internees the responsibility of the US Army. SJA-provides legal device in connection with Rules of Land Warfare; enforces convention; laws, treaties, and agreements. Engr-plans and supervises construction, maintenance, and repair of camps and facilities for POWs and civilians under control of the command. QM-provides food and clothing as required. Surg-coordinates POW medical operations and provides medical support augmentation as required. Trans-provides transportation as required. IO-provides news and press releases.
c. Recovered US prisoners of war.	Coordinates and supervises initial steps (furnishing food, clothing, and medical attention) for the rehabilitation and processing of US or Allied personnel recovered from enemy control. Arranges for prompt notification to higher headquarters; prompt evacuation from the combat zone; private use of Army communication means; intelligence debriefing.					
d. Battlefield promotions and appointments.	Within policies of higher headquarters, recommends command policies pertaining to battlefield promotions and appointments; supervises implementation of the program to insure efficient and standard processing systems and maintenance of promotion and appointment standards.				Prepares training program to support battlefield promotion policy.	AG-supervises and conducts administration of the program.
e. Civilian personnel.	Plans and supervises the use of civilian labor to include organization and responsibilities, conditions of employment, inclusion of labor supervisory units and personnel in troop lists, supply (to include food, clothing, equipment, field shelter, and tools), fiscal arrangements, and administration of labor.	Provides feeding, housing, evacuation, and other logistical support required. Provides requirements for local civilian labor for logistical support tasks. Recommends allocation of provisional units for administrative support operations.	Furnishes information on availability of civilian labor within local economy; maintains contact with local officials for procurement of skills, categories, and numbers of civilian personnel, and payment scales in line with the local economy; negotiates employment agreements except when a civil affairs command exists.	Insures security screening of civilians, and that appropriate CI measures are employed.	Coordinates, as required, on those civilian personnel matters involved in tactical operations which require resolution with use of civilians in administrative support operations. Recommends allocation of provisional units to support operations. Coordinates organization of civilians into provisional units.	AG-administers program when a separate civilian personnel section is not established. Fin-provides financial services in accordance with existing laws, treaties, and agreements. Civilian personnel officer-operates the civilian personnel office, when established. SJA-advises on matters of laws, treaties, and agreements with respect to the use of civilian personnel.
3. Development and maintenance of morale.						
a. Personnel services.						
(1) Postal services.	Exercises coordinating staff responsibility for postal service.	Provides logistical support for all activities involved in personnel services, including facilities and materials.	Furnishes information relative to availability of suitable facilities for rest and leave centers.	Recommends censorship policy; plans and supervises intelligence aspects of censorship.		AG-advises staff concerning and has operational and administrative responsibility for postal services, special services, and welfare services. Fin-provides financial services to authorized persons. Ch-advises commander and staff on morale as affected by religion. Provides religious services and activities. Surg-maintains statistical and other records on malingering, self-inflicted wounds, and VD cases. SJA-provides legal assistance and advice on personal affairs. QM-exercises staff supervision over all exchange activities including establishment, operation, management, and liquidation of all exchanges until the Army-Air Force Exchange Service establishes non-appropriated fund exchange service.
(2) Finance services.	Insures that the various services offered by the finance officer are made available to all who are authorized to use them; insures that pay records are kept current and correct.					
(3) Religious services.	Assists staff chaplains to insure that all facilities required for the discharge of their tasks are available.					
(4) Special services.	Exercises coordinating staff responsibility for special services activities.					
(5) Exchange services.	Exercises coordinating staff responsibility for exchange service matters.					
(6) Welfare services.	Exercises coordinating staff responsibility for furnishing of information, counsel, and advice on personal affairs; assistance in connection with applications for benefits, payments, and services administered by Federal agencies; administrative processes in connection with Army Emergency Relief and the Army Relief Society; cooperation with such agencies as the Red Cross.					
(7) Legal services.	Exercises coordinating staff responsibility for insuring provision for legal advice and assistance.					
(8) Character guidance.	Functions as chairman of the character guidance council; implements the program in accordance with AR 15-120.					
(9) Rest and leave.	Recommends policy and provides plans for rest, rotation, to include plans for rest centers, recreation centers, and the provision of quotas thereof.					
b. Decorations and awards.	Recommends policies and prepares plans for decorations and awards; insures effective precombat instruction in procedures is executed by all units in conformance with the plans; insures recommendations for awards are made promptly, correctly, and in accordance with established policies and regulations; insures prompt, efficient, and rapid processing of recommendations; insures that information is furnished to the information officer for public release; takes prompt, corrective action to amend policy if it fails to establish comparable standards and equitable distribution of decorations and awards; provides for effective measures for supervising decorations and awards activities to include staff visits, compilations and analyses of statistics, processing checks, and conferences, as required.	Procures appropriate decorations as required.				AG-administers decorations and awards program.
c. Graves registration.	Exercises coordinating staff responsibility for planning and supervising graves registration activities.	Insures provision of transportation; integrates mass burial with normal engineer requirements.	Coordinates on plans for military assistance to civilian populace on graves registration matters, and for use of civilian labor in graves registration activities; determines availability of land for use as cemeteries.	Furnishes anticipated effects of enemy nuclear weapons.	Determines availability of troops for burial of great numbers of dead; requests from higher headquarters, attachment of additional graves registration units as required.	QM-plans and supervises operation of graves registration activities. AG-coordinates reports with casualty reporting system.
4. Maintenance of discipline, law and order.	Exercises coordinating staff responsibility for matters of discipline, law and order; collects information, data, and statistics; and conducts analyses thereof in order to recommend policy and/or preventive or corrective actions.	Furnishes statistics on trends of loss or damage to equipment due to carelessness.	Furnishes reports of local authorities concerning conduct of soldiers.		In conjunction with personnel management officer, determines state of discipline of troops; includes corrective measures in training programs.	PM-provides police service, patrols, courtesy details and furnishes statistics. Protects government property. SJA-advises of the number and seriousness of courts-martial offenses; and on legal matters.
5. Headquarters management.	Controls headquarters organization and administration, without encroachment on the prerogatives of other staff officers, to insure that headquarters operations are performed with optimum efficiency; coordinates and supervises the movement and internal organization of the headquarters; recommends manpower economies, especially of bulk allotment personnel; allocates shelter in the headquarters area, in coordination with the operations officer for area organization, and with the logistics officer for the provision of shelter. Recommends the location of the rear echelon of the headquarters.	Plans for logistical support, including shelter, repair, construction, maintenance, and traffic circulation and control.	Assists in removal of civilians from selected CP areas, and in their relocation; advises on availability and assists in obtaining use of civilian facilities.	Plans counterintelligence aspects of movement, location, and operation of the headquarters; and security measures therefor.	Coordinates the general location, time, and condition of movement of the headquarters, and overall defense of the area.	AG-operates the internal headquarters communications control, distribution centers, messenger service; controls classified correspondence; maintains office of record for the headquarters; provides office services; operates forms control program; operates reports control program when no comptroller is assigned. HQ comdt-plans and executes within established policies all details of moves of the headquarters, and for quartering, messing, office space, facilities, and security of the headquarters. Engr-acquires necessary real estate for the headquarters location (in peacetime, only). Sig-provides suitable signal communications. Trans-provides transportation as required; plans traffic circulation. PM-plans traffic control.
6. Miscellaneous.	Prepares personnel estimates of the situation; participates in operational planning including the provision of personnel requirements for deception and damage control operations; prepares the personnel plan and the personnel portion of orders; exercises coordinating staff supervision of activities involving education of military personnel; safety management, dependent schools, marriage to foreign nationals, reception of foreign visitors, and other administrative matters not assigned other coordinating staff sections.	Coordinates in damage control planning, the use of personnel from units of special interest to the personnel officer. Coordinates in safety management planning, safety matters pertaining to logistical support, and activities.	Recommends individual and group relations with the civilian populace. Coordinates in safety management planning, safety matters pertaining to civil affairs units, and the civilian population. Furnishes and receives information of the psychology and attitudes of the local population.		Coordinates in safety management planning for the integration of safe practices in training and operational activities.	Ch-provides assistance as indicated for religious orders in local populace. All-coordinate in safety management planning on safety matters relating to the man of the service, and in the execution thereof.

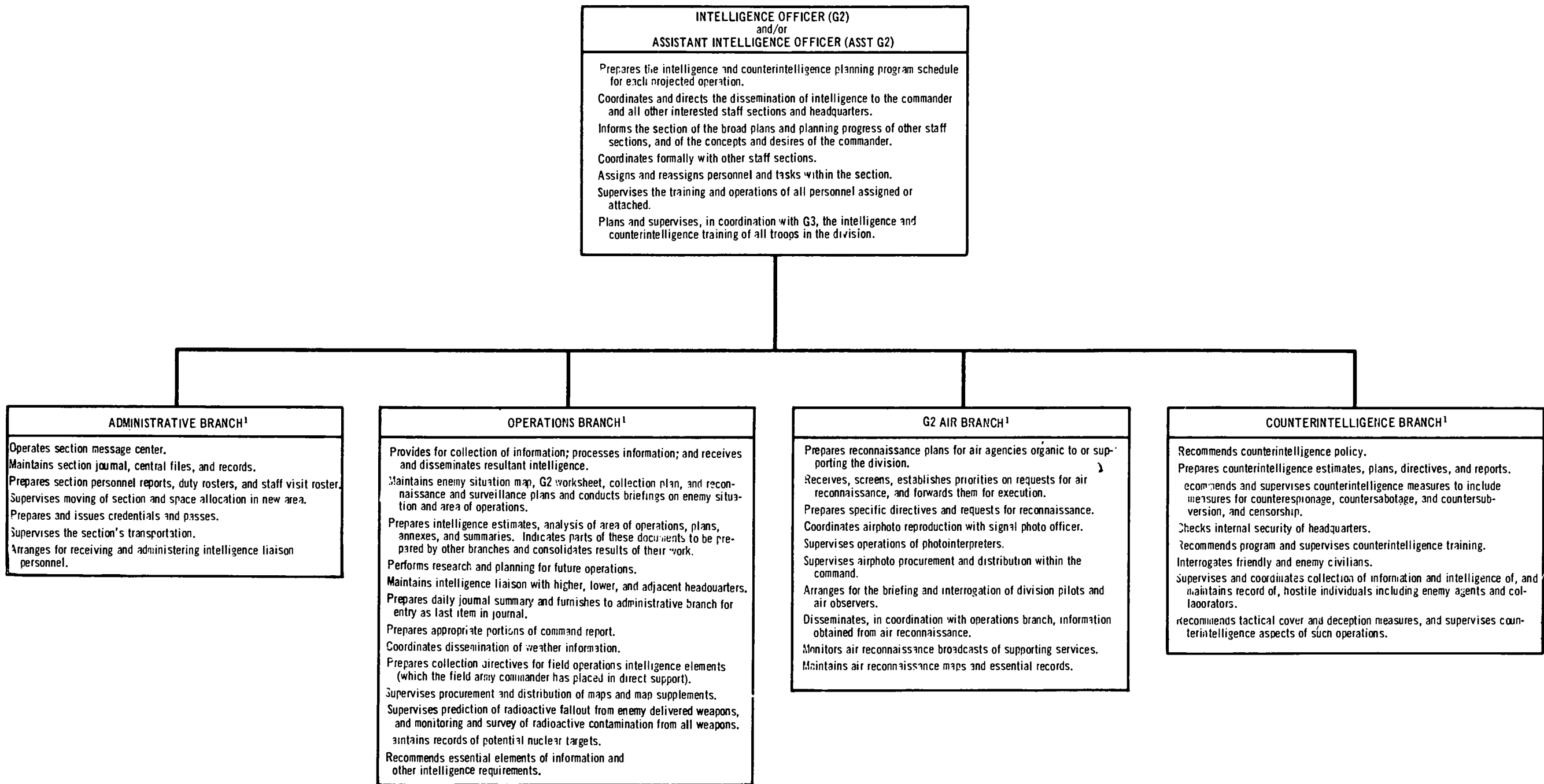
Figure 16. Staff relationships in selected personnel activities.

Activity	G3	G2	G1	G4	G5	Special staff officers
1. Operations, general.	Advise the commander on tactical and tactical support matters, and on organization and training.	Provides comdr and staff with the current intelligence situation. Exercises coordinating staff supervision over all intelligence activities of the command.	Advise (comdr and/or G3) on ability to support operations, and on the impact of current and planned operations in their respective fields. Supervises admin support operations and adjusts to meet changing tactical situation as provided by G3.			All—advise appropriate coordinating staff officer on ability to support operations, and on the impact of current and planned operations in their respective fields.
2. Organization	Compiles and maintains the troop list to include continual review and revision to insure the number and type of units assigned are those which can best accomplish and support the command mission. Recommends the organization and equipping of units to include numbers and types of units to be organized, and priority for phase in or replacement of personnel and equipment in those units. Requests assignment or attachment of tactical, tactical support, service support units or teams, and unit replacements; assigns such units within the command in accordance with requirements of the situation. Receives and processes assigned units or teams to include such orientation, training, and reorganization as may be required. Prepares plans for mobilization and demobilization of units, to include activation and deactivation of units within the active Army.	Submits requirements for intelligence units to G3; recommends priority and allocation of intelligence units and personnel and issue intelligence equipment.	Submit requirements to G3 for units required to support operations; recommends priority and allocation of assignment of units and personnel and issue of equipment for admin support units.			All—submit requirements for combat and combat support units to G3; recommend priority and allocation of assignment of combat support units and personnel and issue of equipment. All—submit requirements for admin support units to appropriate coordinating staff officers. All—recommend to appropriate coordinating staff officer priority and allocation of assignment of units and personnel and issue of equipment in area of interest.
3. Training	Prepares and supervises execution of training programs, directives, and orders; supervises the planning and conduct of field exercises. Determines requirements for, procures and distributes, or assigns training aids and facilities. Plans, conducts, and coordinates training inspections and tests. Organizes and conducts schools. Compiles training records and reports.	In conjunction with G3, responsible for intelligence and counterintelligence training of the command. Provides G3 with requirements for training aids and areas.	In conjunction with G3, responsible for supervision of training of the command in its respective areas of interest. Provides G3 with recommendations concerning training requirements to include type and amount. Conducts training inspections as coordinated by G3. Submits requirements for training aids and areas to G3. Supervises engineer procurement of real estate required for training.	Advise on availability and assists in procuring real estate for training as required.		All—responsible to G3 for supervision of technical training of the command within their respective fields. Provide recommendations to G3 concerning need for training to include type and amount. Conduct training inspections as coordinated by G3. All—submit requirements for training aids and areas to G3. All—coordinate with G3 to insure training required to maintain technical proficiency of their respective units is included in the training program of the command. Engr—procures real estate for training purposes as requested by G3.
4. Operations a. Operations estimate.	Based upon the commander's guidance and on information received from other staff officers, G3 prepares the operations estimate which culminates in a recommended course of action for accomplishment of the command mission.	Provides G3 with intelligence estimate and analysis of area of operations.	Inform G3 of capability to support the mission, limitations which exist in the personnel management field, and may recommend which C/A is favored from a personnel management viewpoint.	Inform G3 of capability to support the mission, limitations which exist in the logistics field, and may recommend which C/A is favored from a logistics viewpoint.	Inform G3 of capability to support the mission, limitations which exist, and may recommend C/A favored from a civil affairs viewpoint.	All—provide G3 with advice concerning availability and capability of combat support means, and make general recommendations concerning employment of such means.
b. Tactical plans. (1) General.	G3 conducts tactical planning to include supervision and coordination of the various subsidiary plans which become component parts of the overall tactical plan; after command approval, publishes the operation plan or operation order. Prepares such alternate operation plans as may be required. Insures that all plans consider the overall security of the command, to include such matters as combat patrolling, and tactical cover and deception. Establishes allocations and priorities for personnel, supplies, and equipment for tactical and tactical support units. Establishes the prescribed load for tactical and tactical support units.	Based upon comdr's decision, develops EFIs, and after approval by comdr, submits to G3 for inclusion in operation plan. Submits intel orders and requests for tactical and tactical support units (other than those under G2 operational control) to G3 for coordination with plan of maneuver. Provides G3 with continuing intelligence and makes recommendations concerning the plan as affected by the changing intelligence situation. Prepares and authenticates intelligence annex to operation order, submits to G3.	Based on tactical plan being developed by G3, evaluates impact to provide admin support; advises G3 of limitations in admin support which may affect the tactical plan; develops plans to provide required admin support; recommends to G3 allocations and priorities for tactical units. Provides G4 with personnel entries for para 4 of the operation order.	Prepares para 4 of the operation order and submits to G3 for inclusion in operation order. Advises G3 of restrictions or limitations imposed by agreements or law. Provides G4 with civil affairs entries for para 4 of the operation order. Advises G3 of the impact of tactical plans on CA activities as well as effect of civilian situation on tactical plans.		All—provide advice and recommendations concerning employment of combat support means within their respective fields. All—recommend to G3 allocation and priorities of personnel, supplies, and equipment to tactical and tactical support units of the command. All—assist G3 in planning as required, to include preparations of specific plans for employment of their respective tactical support means and preparation of portions of the overall plan.
(2) Fire support (for detailed treatment of fire support planning see fig 19).	Supervises fire support planning. Receives the fire support plan from the arty officer; reviews to insure it is in consonance with command guidance and is compatible with the planned scheme of maneuver or scheme of defense; integrates the fire support plan into the operation plan. Recommends allocations of nuclear weapons to subordinate units.	Provides G3 intelligence of enemy capabilities and vulnerabilities; recommends targets for attack by fire support means. Approves plan for monitoring and surveying fallout resulting from employment of nuclear weapons. Develops potential nuclear targets and disseminates these to G3 and artillery officer.	Provide G3 and Arty officer with specific areas which should be spared from attack by fire support means if tactical situation permits.	Provides G3 with ammunition supply and location data and logistical delivery capability for consideration in determining employment of fire support. Insures approved fire support plan can be supported; relocates ammunition stocks as needed, or notifies G3 of inability to support the plan, and makes appropriate recommendations. In coordination with G3, develops prescribed nuclear loads for attached and assigned delivery units and stockage level for SASPs and depots.	Advise G3 of restrictions or limitations imposed by agreements or law. Advises G3 of the impact of tactical plans on CA activities as well as effect of civilian situation on tactical plans.	Arty—prepares the fire support plan; reviews arty, air, and other fire plans, as appropriate, to insure coordination, submits to G3 for review and approval. Recommends, to G3 and G4 prescribed nuclear loads, allocations of nuclear weapons, required supply rate, and ASR as pertains to fire support units. Makes detailed target analyses for attacks by friendly nuclear weapons, submits to G3. Advises G3 and makes recommendations concerning employment of fire support means. Recommends to G3 organization for combat for arty. Prepares arty fire plan. Engr—advise G3 of requirements for support of engineer operations and impact of planned fire support on engineer operations. Recommends and develops plans for employment of atomic demolition munitions. Armor—advise G3 of requirements for support of armor operations and impact of planned fire support on armor operations. Chemical—advise G3 on allocation and use of chemical and biological means, submits to artillery officer for review and incorporation into fire support plan. Prepares fallout predictions as required for nuclear attacks. Provides G3 with technical data necessary to develop vulnerability of friendly forces to fallout. Develops plan for monitoring fallout from friendly delivered nuclear weapons.
(3) Tactical cover and deception, barrier and denial, electronic warfare, and reconnaissance.	Provides guidance to staff officers for preparation of appropriate plans. In coordination with G2, prepares tactical cover and deception plan. Reviews other plans to insure integration with overall plan of operation.	Provides G3 with advice and recommendations concerning intelligence and counterintelligence aspects. Develops intelligence and counterintelligence portion of plans, supervises execution. Estimates effectiveness of operations and makes appropriate recommendations to G3.	Reviews impact of plans on admin support operations, adjusts to insure compatibility if possible, otherwise informs G3 of conflict and provides recommendation. Provides admin support as directed.		Advise G3 on the capability of CA units to support the plans, as appropriate.	All—provide G3 with advice and recommendations concerning capabilities of tactical support units to support the plans. Develop detailed plans for implementation of their particular portion of the overall plan.
(4) Air defense (see fig 20, staff relationships, air defense activities, field army). (5) Chemical and biological (see fig 21, staff relationships, chemical and biological warfare activities, field army). (6) Prediction of fallout and radiological monitoring and survey (see fig 22, staff relationships, fallout prediction and radiological monitoring and survey activities, field army). (7) Unconventional warfare (see fig 23, staff relationships, unconventional warfare activities, field army). (8) Rear area security (see fig 25, staff relationships, rear area security and area damage control activities, field army).						
c. Tactical troop movements.	In coordination with G4, the aviation officer, and the transportation officer, G3 plans and supervises tactical troop movement to include the selection and designation of tactical units; establishment of priorities; selection of destinations; times of movement; selection of routes; security of the movement; designation of areas for bivouacking, quartering and, as appropriate staging; preparation of the movement order.	Advise G3 concerning counterintelligence aspects. Provides information of weather, terrain, and enemy situation.	Coordinates with G3 for priority of movement of personnel units and installations.	Receives requirements for transport means from G3. Provides transportation officer with allocation of transportation. Determines priority for movement of administrative units. Exercises coordinating staff officer supervisions over traffic regulations and traffic control. Insures required logistical support is provided. Coordinates with G3 for required security while in movement.	Coordinates with G3 for priority of movement of CA units. Advises G3 of the impact of refugees and static civilian densities on troop movement plans.	Engr—provides G3 with road and bridge capabilities, recommends routes. Com—advise G3 on capability to provide smoke concealment; plans to provide as directed. Avn—advise on the Army aviation aspects of the movement to include aerial recon and surveillance as required. Sig—plans for providing signal communications during movement. Trans—advise on technical aspects of movement. Prepares march graph and table. Provides transportation under his control. PM—plans and supervises traffic control.
d. Miscellaneous activities. (1) Unit replacements.	After coordination with G1 and such other staff officers as may be affected by the particular type unit being requested, G3 requests, receives, processes (to include orientation, equipping, and training, as required), and assigns replacement units.		Provides G3 with availability of unit replacements. Recommends to G3 or commander unit or individual replacement as seen from availability and morale viewpoint. Responsible for admin processing of unit replacements.	Submits recommendation to G3 after analyzing logistical aspects.	Advise G3, as appropriate, on CA unit replacements versus individual replacements.	All—as applicable, submit recommendation to G3 concerning unit versus individual replacement, primarily as concerns combat effectiveness.
(2) Signal communications.	G3 establishes priorities for communications support as they pertain to tactical operations. G3 reviews the signal operation plans for communications support of the tactical operations to insure necessary support in accordance with established priorities.	Provides signal officer with intelligence on, and estimate of, enemy capability to interfere with signal communications. Supervises counterintelligence aspects of signal communication. Submits requirements for signal communication to G3.	Submits requirements to G3 for signal communications.			Signal—based on G3 guidance, develops plan for establishing signal communications. Prepares signal annex to operation order, SOI, and SSI. Submits to G3 for approval. All—submit to G3 signal communications requirements.
(3) General location of main CP.	In coordination with the signal officer, G3 selects the general location of the command post and affiliated command installations.	Advise on intelligence aspects.	Receives location from G3; supervises interior management of areas.			Sig—advise G3 on signal communications aspect of location. Recommends site.
e. Execution.	Supervises, coordinates, and integrates tactical support and tactical operations, making such adjustments as are required, with authority delegated to him by the commander. (See chap 4.)	See figure 17 and chapter 4.	See figure 16 and chapter 4.	See figure 24 and chapter 4.	See figure 26 and chapter 4.	

Figure 18. Staff relationships in selected operations activities.

Activity	G2	G3	G1	G4	G5	Special staff officers
1. Collection of information						
a. Ground reconnaissance.	Develops plans and coordinates ground reconnaissance of the command.	Designates combat units for reconnaissance. Plans reconnaissance in force. Coordinates ground reconnaissance with combat patrols and with other combat operations including fires. (G3 air coordinates air-to-surface fires in area of reconnaissance.)	Maintains personnel strength of reconnaissance units.		Provides assistance, such as guides, from local population for reconnaissance units. Provides information from local population to include line crossers, refugees, etc.	Armor—recommends employment of armor units for reconnaissance. Arty—provides supporting and interdiction fires. Provides forward observer personnel. Coordinates surface-to-surface fires in area of reconnaissance. Avn—assists in transporting, controlling, and supplying ground recon elements. Cml—provides information on contaminated areas. Engr—performs ground reconnaissance and secures and provides terrain data and terrain studies. PM—provides information on refugees, civilian internees, local population, guerrilla activities, and terrain. Sig—provides communications and ground photography as required. Trans—provides transportation as required.
b. Use of air reconnaissance (Army aviation).	Originates requests and consolidates and screens requests from other staff elements, agencies, or units. Assigns missions. Disseminates results of reconnaissance. Coordinates use of air reconnaissance with other collection activities.	Coordinates with other operational air missions.	Insures availability of specialist personnel to include observers.			Arty—coordinates suppression of artillery fires in area of reconnaissance, target marking, and flak suppression fires, as required. Avn—assigns missions. Coordinates priorities on use of Army aviation. Furnishes technical advice on use of Army aviation. Sig—reproduces and distributes airphotos. Coordinates in establishing priorities for photographic support.
c. Use of air reconnaissance (supporting services).	Originates requests for air reconnaissance. Consolidates and screens requests from other staff elements, agencies, and units. Disseminates results of reconnaissance.	Shares use of air request and information nets and spot report receivers. Coordinates with offensive air missions. Recommends basic and frontline coverage.				Avn—furnishes Army aviation for photo delivery. Coordinates with Army aviation operations. Sig—delivers airphotos. Engr—uses photos to obtain and produce terrain intelligence.
d. Surveillance.	Plans for systematic watch of the battle area. Assigns missions. Coordinates all surveillance activities.	Designates units for conduct of surveillance over enemy. Furnishes information on locations of own forces and operation plans. Designates required target characteristics information.	Insures availability of specialist personnel.	Coordinates regulated equipment requirements.		Avn—provides Army aviation for airborne surveillance devices. Arty—requests information on physical characteristics of targets required for target analyses. Informs G2 of combat surveillance information received from artillery and other sources.
e. Target acquisition.	Plans target acquisition in coordination with G3. Assigns collection missions and coordinates collection of target information. Designates potential targets and disseminates this information to the staff.	Makes recommendations as to target characteristics and target development requirements. Evaluates potential targets developed by G2; makes general target analyses.			Furnishes information from local population to include line crossers, refugees, etc. Evaluates civil aspects of potential targets developed by G2.	Avn—provides Army aviation for photography and visual observation. Arty—makes detailed target analyses and furnishes target information.
f. Prediction of fallout and radiological monitoring and survey See figure 22.						
g. Technical intelligence.	Coordinates activities of technical intelligence detachments. Uses technical intelligence in estimates and studies. Disseminates technical intelligence to appropriate parties.	Designates combat units for technical intelligence support, including guards. Plans for technical intelligence targets. Coordinates use of enemy weapons and equipment. Receives and requests technical intelligence that may affect operations.	Receives technical intelligence that may affect personnel activities.	Assists in evacuation of technical intelligence material. Coordinates use of enemy materiel. Receives and requests technical intelligence that may affect logistical activities.	Advises on use of local agencies for guarding technical intelligence material. Plans for technical intelligence targets. Receives and requests technical intelligence that may affect civil affairs logistical activities to include use of enemy materiel.	All—furnish and receive information of enemy troops, materiel, supply, installations, training, tactics, and capabilities in their respective areas of interest. Assist in evaluating information. ASA—provides G2 with intelligence requirements on enemy materiel of interest to USASA. Arty—requests technical intelligence of target characteristics.
h. Weather information.	Establishes, coordinates, and consolidates Army weather requirements. Requests weather info from air wea svc. Disseminates weather info to the command.					
i. Signal intelligence (SIGINT)	Develops SIGINT requirements. Produces and disseminates signal intelligence.					ASA—advises G2 on capabilities and limitations of USAS units and recommends their employment.
2. Production of intelligence and information.						
a. Preparation and analyses of area of operations.	Prepares and disseminates analyses of area of operations.	The analysis of area of operations is used by all staff officers for estimation of effect of terrain on activities with which they are concerned.				
b. Preparation of intelligence estimate.	Prepares and disseminates intelligence estimates.	The intelligence estimate is used by all staff officers for estimation of the effect on activities with which they are concerned.				
c. Planning for and distribution of maps and map substitutes (less airphoto).	Supervises procurement, distribution, and storage. Prescribes allowances, scales, and types (in coordination with G3).	Projects units boundaries for planned operations and on this basis recommends type, scales, and distribution.		Provides materials for fabrication of map substitutes. Provides storage and transportation.	Makes available local resources for special requirements.	Engr—advises on availability. Determines specific requirements. Requisitions, stores, and issues. Fabricates map substitutes.
3. Development of essential elements of information (EEI).	Recommends EEI to the commander based on determination of information and intelligence requirements and recommendations of other staff officers. Disseminates approved EEI.	Advises on tentative courses of action and operation plan. Recommends to G2 EEI on enemy capabilities, vulnerabilities, and characteristics of area of operations having major effect on accomplishment of the mission.	Recommends to G2 EEI on enemy capabilities and characteristics of area of operations having major effect on personnel activities.	Recommends to G2 EEI on enemy capabilities and characteristics of area of operations having major effect on logistical activities.	Recommends to G2 EEI on enemy capabilities and characteristics of area of operations having major effect on CA activities.	Cml—recommends EEI pertaining to C3 operations. Engr—recommends EEI pertaining to terrain. Arty—recommends EEI pertaining to potential targets. Sig—recommends EEI pertaining to electronic warfare. ASA—recommends EEI pertaining to communications and electronic intelligence.
4. Counterintelligence. Planning counterintelligence measures.	Prepares counterintelligence estimates. Plans and supervises implementation of counterintelligence measures to support all operations. Provides G3 with advice and recommendations concerning the counterintelligence aspects of tactical cover and deception.	Insures support of operations. Determines effect on operations to minimize interference. Designates forces, area, equipment, and operations (including training) requiring priority measures. Counterreconnaissance. Concealment and cover.	Coordinates personnel activities such as uniform, insignia, leave policies, and morale activities. Plans special handling of POWs. Determines effect on personnel activities.	Determines effect on logistical activities. Designates area of materiel requiring priority measures.	Implements civil security and censorship measures. Provides civilian law enforcement agencies. Assists in plans for detection of enemy agents, line crossers, subversive personnel, etc. Implements port, frontier, and travel security measures.	All—plans security of their respective installations and activities. Avn—provides air observation of effectiveness of camouflage and concealment. Cml—provides screening agents. Engr—advises on camouflage. Sig and ASA—advises on communications and electronic security. PM—provides control of personnel traffic circulation. Protects selected equipment and installations. IO—plans for control of security aspects of command news releases. Plans for control of accredited press media representatives.
5. Training. Training of units in intelligence.	Trains own section. Supervises intelligence training of all subordinate units. Establishes unit schools. Prepares intelligence training programs. Establishes requirements for intelligence training material. Assists subordinate units.	Approves intelligence training program of instruction. Allocates time and facilities in unit training programs. Integrates with other training. Coordinates division intelligence schools. Coordinates on training aids. Keeps informed on status of intelligence training in units.		Arranges fabrication of special intelligence training aids.	Supervises intelligence training of CA units.	All—supervise intelligence training of their respective personnel and units.

Figure 17. Staff relationships in selected intelligence activities.



¹May be designated group.

Figure 40. G2 section, division headquarters.

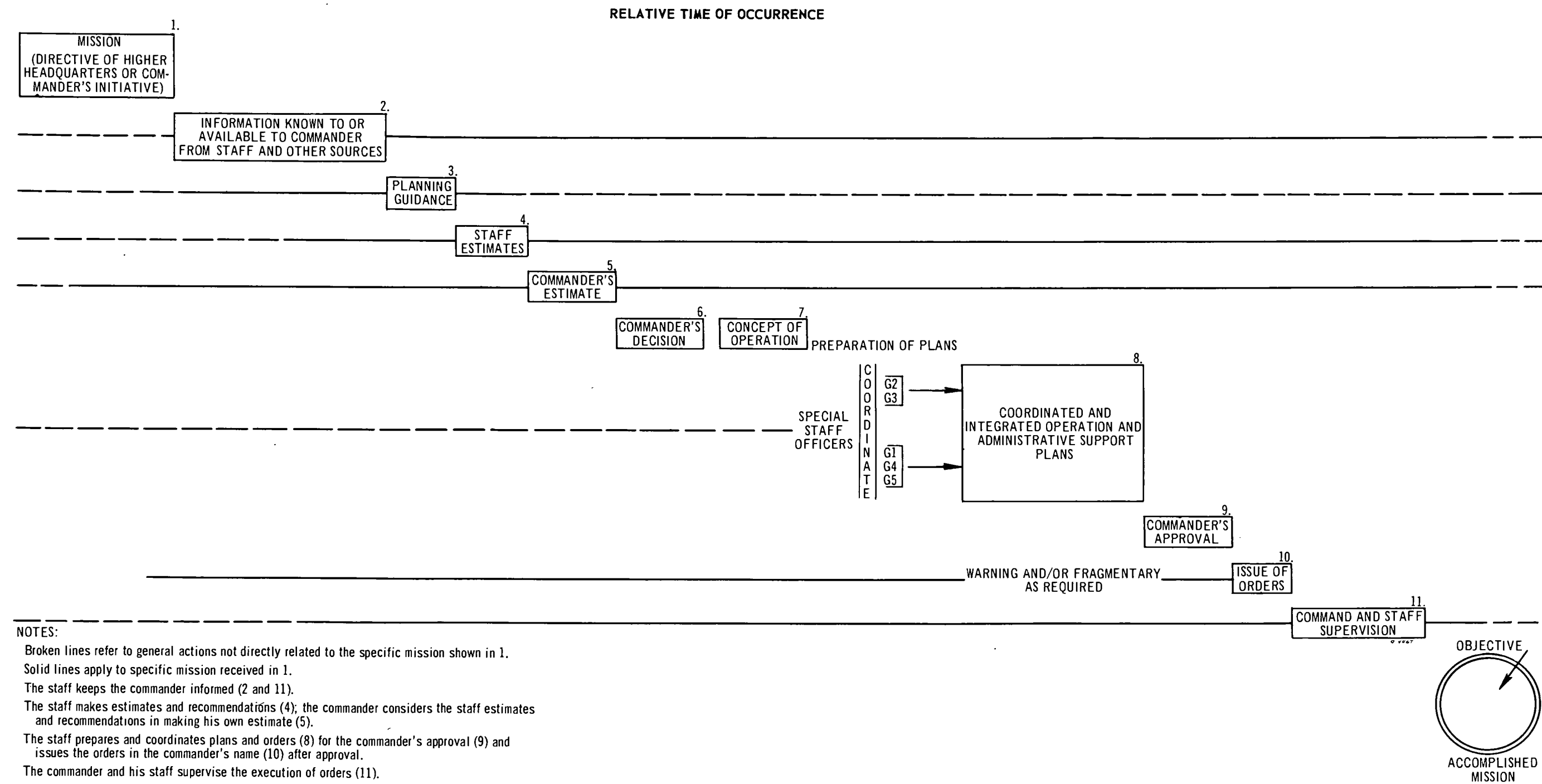


Figure 30. Sequence of actions in making and executing decisions.

	Deputy commander	Director of plans and operations	Director of security	Director of supply and maintenance	Director of services	Director of personnel	Director of CA	Technical and administrative staff officers
1. General.	Represents the commander as authorized and required. Supervises the planning and conduct of rear area security and area damage control operations.	Assist and advise the commander and the chief of staff. Formulate policies and prepare broad plans and procedures in consonance with the policies and directives received from higher headquarters. Coordinate and supervise the execution of plans and the implementation of plans by subordinate commanders to the extent necessary to insure compliance with the overall plans and policies of the logistical command commander. Coordinate and exercise staff supervision over the technical and administrative staff sections in activities pertaining to their respective areas of interest. See chapter 3, section VIII, for specific areas of responsibility.						Serve as advisers to the commander and his staff in all matters pertaining to their respective services. Exercise direct technical supervision over the activities of their respective services throughout the logistical command. Prepare and promulgate plans, policies, and procedures for the performance of their assigned activities. Assist in troop basis planning, the determination of requirements, the preparation of requisitions to cover the requirements of supported forces and the logistical command, and procurement within their respective areas of interest. Maintain centralized supply and stock control for all items supplied by their respective services. Conduct technical and administrative inspections of the units assigned or attached to the logistical command, and conduct similar inspections for supported units as directed by higher headquarters. Advise the logistical command commander as to the recommended allocation of controlled and regulated items of supply. Specific functions are enumerated in chapter 3, section X.
NOTE: This figure is based on the operations of an advanced log command. Although log command operations are essentially the same regardless of echelon, the staff organization may vary as follows: 1. A controller may be assigned to the staff if required. 2. The activities listed for the directors of plans and operations and security may be combined under one director for plans, operations, and security.								
2. Planning								
a. Support of tactical forces.	Coordinates plans of other directors for support of the tactical forces. Reviews plans; recommends approval or revision of plans to the commander.	Prepares rear area security and area damage control plan; coordinates plan with director of plans and operations to insure compatibility with the operation plan; submits plan to deputy commander for approval. Plans to provide security for lines of communications as required. Submits all plans to deputy commander.	Prepares plans to provide required supply and maintenance support to the tactical forces; submits plans to director of plans and operations. Recommends priorities for supply and maintenance support of the tactical forces. Coordinates with director of CA on local procurement of supplies and equipment.	Recommends priorities for service support of the tactical forces. Prepares plans to provide required service support to the tactical forces; submits plans to director of plans and operations. Coordinates with director civil affairs on local procurement of services.	Prepares plans to provide POW evacuation and graves registration service to tactical forces.	Advise the commander on the impact of planned locally procured facilities, installations, and materiel on the civilian economy. Establishes liaison with TACA command to insure correlation of planning in support of tactical forces.	Advise the appropriate director on their ability to support the operation plan in their respective fields. Prepares plans to support the operation within their respective fields. SJA-examines command policies on procurement of local facilities, installations, and materiel to insure legal authority and compliance with international agreements.	
b. Administrative support of the logistical command.	Supervises the administrative support of the command.	Coordinates administrative support required for log command operations with other directors.	Prepares counterintelligence plan and such intelligence collection plans as may be required to support the rear area security and area damage control plans. Coordinates counterintelligence plans with other directors. Submits all plans to deputy commander.	Plans to furnish the required support to the log command to include establishing retail outlets as required.		Plans for procurement of technically qualified personnel for log command units; submits personnel support plans to deputy commander. Plans for the procurement and allocation of non-US civilians.	Estimates the amount of military support to the civil populace required to discharge the commander's responsibility in the civil affairs field; submits plan to deputy commander.	Insure provisions appropriate for administrative support of logistical command are included in overall plans. Issue appropriate instructions to units.
3. Execution of current operations.	Reviews and approves changes in the area damage control plans, as required, within delegated authority.	Supervises and coordinates current operations; makes decisions within delegated authority. Coordinates with director of security on those required changes in operations which affect rear area security and area damage control operations.	Coordinates with director of plans and operations to insure rear area security and area damage control plans are compatible with current operation. Revises rear area security and area damage control plans as required; coordinates such revisions with the deputy commander. Supervises rear area security and area damage control operations.	Supervise and coordinate operations in their respective fields; within delegated authority, makes adjustments as required. Coordinate all changes affecting the current operation with director of plans and operation. Submit recommendation for changes in the current operation which are beyond their delegated authority to the director of plans and operations. Insure log command units and activities are being properly supported in their respective areas of interest. Insure retail outlets are established as required for proper support of the log command activities.			Supervise operations of their respective services. Recommend changes to the current plan to the appropriate director as required. Establish and operate retail outlets for log command support as required.	
4. CBR activities.								
a. Chemical warfare.	Insures measures to be taken under chemical attack are included in the log command SOP. Insures log command troops are trained in measures to be taken under chemical attack and in the survey and decontamination of chemically contaminated areas and installations. (1) Since the staff relationships and activities for biological warfare are essentially the same as CW, separate treatment has not been afforded.	Insures log command units take all practicable action to minimize the effect of chemical attack on installations, supplies, activities, and personnel. Supervises chemical survey operations.	Procures and/or constructs shelters to provide protection for personnel, supplies, and activities as appropriate. Supervises decontamination operations. Procures civil facilities, materiel, and labor required for extensive chemical decontamination.	Insures adequate chemical munitions are on hand and properly stored to support the tactical forces and log command units.		Establishes procedures for exchange of chemical contamination information with appropriate local officials. Chemical officer-determines requirements, procures, stores, and issues chemical filled artillery and mortar munitions. Supervises technical training of chemical units. Supervises chemical survey and decontamination operations. Ordnance officer-procures, stores, and issues chemical filled artillery and mortar munitions. Quartermaster-procures, stores, and issues protective clothing and ON supplies for decontamination.	Insure units of their respective services are properly trained in defense against chemical attack and in survey and decontamination procedures. Chemical officer-determines requirements, procures, stores, and issues chemical filled artillery and mortar munitions. Supervises technical training of chemical units. Supervises chemical survey and decontamination operations. Ordnance officer-procures, stores, and issues chemical filled artillery and mortar munitions. Quartermaster-procures, stores, and issues protective clothing and ON supplies for decontamination.	
b. Predict monitoring, and survey of fallout.	(1) Prediction of fallout for enemy employed nuclear weapons. (2) Radiological monitoring (rad monitoring).	Analyzes vulnerability of troop units, installations, and critical supplies to fallout.	Exercises staff supervision over CBR center. Disseminates fallout predictions to staff and other affected agencies and headquarters. Insures communication channels and procedures for obtaining meteorological data required for making fallout predictions are established with AWS detachments and AD artillery units or with field army.	Analyzes fallout predictions to estimate effect predicted fallout will have on supply and maintenance operations; plans action to insure uninterrupted support of the operation.	Analyzes fallout predictions to estimate effect predicted fallout will have on services. Initiates action to insure uninterrupted service support of the operation.	Procures technically qualified personnel for CBR center. Plans for replacement of overexposed personnel.	Analyzes fallout prediction to estimate effect predicted fallout will have on civil populace; uses analysis to estimate the amount of military assistance the civilian populace will require. Chemical officer: 1. Recommends size, composition, and location of CBR center. 2. Supervises CBR center operations. 3. Insures fallout predictions for enemy employed nuclear weapons are prepared and disseminated as directed by the director of security.	
(3) Radiological survey.		Designates units/personnel and equipment to conduct rad survey. Analyzes rad survey information to determine effect fallout will have on plans and operations. Initiates action to minimize effects of fallout on current and future operations.	Coordinates with director of plans and operations to obtain units/personnel and equipment to conduct rad survey. Insures channels are established with nearest AADCP for obtaining early warning of imminent air attack. Prepares and publishes the log command air warning plan.	Analyzes rad monitoring information to determine effect fallout will have on supply and maintenance activities. Initiates action to minimize effects of fallout and to insure uninterrupted support of the operation.	Analyzes rad monitoring information to determine effect fallout will have on services. Initiates action to minimize effects of fallout and to insure uninterrupted support of current operations.	Uses rad monitoring information as a basis for estimating casualties and replacement requirements. Analyzes rad survey information to determine effect fallout will have on civil populace. Uses analysis as basis for estimating the amount of military assistance the civilians will require.	Insure technical and administrative service units monitor unit areas and installations and report monitoring data in accordance with log command SOP. Supervise training of rad monitors in their respective technical and administrative units and installations. Chemical officer-supervises collection, processing, and dissemination of rad monitoring information. All-analyze rad survey results to determine effect fallout will have on their respective technical and administrative units and installations. Initiate action to minimize effects of fallout as directed by the appropriate director staff officer.	
NOTE: 1. Radiological information is disseminated by means of radiological contamination charts which may include monitoring, and/or survey information. 2. Prediction of fallout for friendly employed nuclear weapons was not considered since the functions and procedures are essentially the same.								
5. Air defense.	Incorporates AD logistical requirements in the overall operation plans. Insures log command troops receive training in active and passive AD measures to be taken; insures AD measures are incorporated in the log command SOP.	Determines through intelligence channels enemy capabilities for air attack. Coordinates rear area security and area damage control planning and operations with AD units located in the log command area. Insures channels are established with nearest AADCP for obtaining early warning of imminent air attack. Prepares and publishes the log command air warning plan.	Insures AD units located in the log command receive supply and maintenance support. Establishes retail outlets for the purpose as required. Provides service support to include construction, allocation of real estate, and medical support to AD units located in the log command area as required.	Insures communication is established between the log command and AD units located in the log command area. Provides service support to include construction, allocation of real estate, and medical support to AD units located in the log command area as required.		Locates AD units located in log command area in matters pertaining to control of civilian movement around AD installations and security of AD installations. Insures coordination of the AD plan with the civil defense plan and TACA command.	Insure AD units located in the log command area receive adequate services, as appropriate.	
6. Rear area security and area damage control.								
a. General.	Supervises the planning and conduct of rear area security and area damage control operations to include coordination with subordinate commands.	Insures rear area security and area damage control plans are compatible with the primary mission.	Plans and directs rear area security and area damage control operations. Collects and disseminates information on the area of operations and on enemy capabilities affecting rear area security and area damage control activities.	Insure the rear area security and area damage control plans and requirements therefor are compatible with the primary mission activities in their respective areas of interest.				
b. Planning.	Reviews the rear area security and area damage control plan; approves or secures approval.		Coordinates the rear area security and area damage control plan with units other than those assigned to log command; incorporates means which can be made available by such units into the rear area security and area damage control plan. Submits rear area security and area damage control plan to deputy commander for approval; upon approval publishes and disseminates the plan. Submits requests for tactical units through director of plans and operations.	Advise the director of security of the means that can be provided from their respective activities for rear area security and area damage control operations.		Insures rear area security and area damage control plans are coordinated as appropriate with civil defense plans.	Advise the appropriate director of the means that can be provided from their respective activities for rear area security and area damage control operations.	
c. Execution.	Orders execution of the rear area security and area damage control plan or portion thereof, as required.		Makes adjustments in the plan as required by the actual situation.	Adjust the means made available for rear area security and area damage control operations based on the type and magnitude of the actual rear area security and area damage control operation.				
7. Unconventional warfare.	Support of guerrilla forces.	Arranges for delivery of materiel to guerrilla forces as required.		Provides supplies, equipment, and other materiel required for support of guerrilla forces; advises director of services.		Locates local supplies, equipment, and other materiel required for support of guerrilla forces; establishes channels for procurement of such items.		
8. Psychological warfare.								
a. Active operations.	Requests such psychological warfare units as are required to conduct consolidation psychological warfare operations against partisans and enemy sympathizers.	Collects information regarding vulnerability of enemy partisans and/or sympathizers operating in the log command area. Develops psychological warfare plan to exploit these vulnerabilities.	Provides such supplies as are required to support the psychological warfare plan.	Provides such services as are required to support the psychological warfare plan.		Insures psychological warfare program is compatible with the consolidation psychological warfare program.		
b. Defense against enemy psychological warfare.		Collects, processes, and disseminates information regarding current enemy psychological warfare themes and methods of dissemination.			Estimates the impact of enemy propaganda on troop morale. Recommends measures to counter the impact.	Estimates the effect of enemy psychological warfare on the civil populace and the resultant effects on military operations.		
9. Consolidation psychological warfare.		Insures troops receive training in customs of the area in which they are operating so as not to alienate the civil populace. Requests such psychological warfare units as are required to conduct consolidation psychological warfare operations.	Insures the consolidation psychological warfare operations and rear area security and area damage control operations are compatible.	Provides such supplies as are required for consolidation psychological warfare operations.	Provides such services as are required to support the consolidation psychological warfare operations.	Prepares plans for and supervises consolidation psychological warfare activities when log command has CA function assigned.		
NOTE: Defense against guerrilla attack is an integral part of rear area security and thus is not treated separately.								

*The chief of staff has responsibility for supervision of the administrative support operations center (AIDSC).

Figure 27. Staff relationships, selected activities, logistical command headquarters (type C, logistical command).

Activity	G5	G2	G3	G1	G4	Special staff officers
1. General.	The commander's principal assistant on matters pertaining to the basic relationships between the military and the civilian population, its government, economy, and institutions in the area of operations. Exercises coordinating staff supervision over all CA activities of the command.	Coordinates with G5 on exchange of intelligence of the area of operations, particularly political, economic, and sociological conditions; provides G5 with an estimate of enemy capabilities and activities of partisans and guerrillas.	Provides G5 with information on future operations. Reviews civil-mil agreements for impact on tactical operations and advises the commander as appropriate. Coordinates with G5 on civil affairs activities in forward areas and concerning delegation of civil affairs authority to tactical commanders. Submits requests for civil affairs support units to higher headquarters. When requested by G5, requests supporting CA units such as consolidation psychological warfare units.	Reviews agreements for impact on personnel situation. Coordination on requests or requisitions for additional G5 personnel. Allied liaison officers, G5 staffs, and other personnel.	Reviews agreements for impact on logistical support situation. Provides logistical support for civil affairs units attached or supporting.	All-review agreements for impact on own operations.
2. Governmental activities.						
a. Plan to insure a capable political administration compatible with national policy.	Establishes relationships and procedures for conduct of governmental functions. When appropriate authority exists and situation warrants, recommends control or assistance measures, removal of officials, and replacement thereof. Prepares and disseminates proclamations and subsequent ordinances, orders, and instructions.	Provides G5 estimate of conditions of government including stability, reliability, and capability. Provides list of reliable personnel for appointment as government officials. Screens local officials for reliability.	Provides G5 information of tactical situation, boundaries and jurisdiction, and plans for future operations. Coordinates with G5 concerning use of tactical forces to establish civil government. Recommends units to be used.			SJA-assists G5 in legal interpretations. PM-establishes liaison with civil law enforcement agencies; provides assistance in establishing law enforcement agencies and supervises operation thereof.
b. Plan to insure a capable judicial system compatible with national policy.	Surveys and analyzes judicial system for competency and reliability. In occupied area supervises operation of civil judicial system. Prepares and disseminates closing courts and establishment of military courts.	Advises G5 on capability, reliability, and stability of legal officials. Screens legal officials for reliability.		Recommends officers to be appointed summary court officers.		PM-coordinates with G5 to insure MP personnel are briefed on legal authority over civilians, procedures for confinement, etc. SJA-furnishes legal advice with respect to mil justice and mil affairs and handles all courts-martial proceedings involving mil personnel. G5 assists SJA in locating civilian witnesses for courts-martial cases and in securing evidence of war crimes. AG-publishes orders appointing summary court officers.
c. Measures to insure public order and safety.						
(1) Plan for enforcement of posted orders and instructions.	Provides for posting, publicizing, and enforcing proclamations, laws, ordinances etc. Recommends policy concerning responsibility of subordinate commanders for establishing and maintaining public order and safety. Reestablishes and/or reinforces civil law enforcement agencies as required. Insures screening of civilians personnel holding public offices. Insures coordination of civil defense plans with mil security plans. In coordination with G2 and G3, plans for the disposition of friendly guerrillas.	Provides interrogation service of violators for subversive interests. G2 and G3 jointly recommend the security of the command in light of operational situation. Coordinates activities of security personnel with civil affairs plan for check of "restricted areas" and investigation of unauthorized entries.	Recommends to G5 measures required for public order and safety in forward areas. Advises on impact of providing tactical units, as "security guard force." Recommends units to comprise "security guard."	G1 and G4 recommend to G5 restrictions necessary to the security of the admin support portions of orders and instructions affecting mil personnel for dissemination and enforcement, and for impact on morale. Coordinates planned use of MP for civil affairs activities with other requirements. Prepares plans for receiving and safeguarding civilian internees.	Obtains estimate of number of civilians and internees requiring logistical support. Provides G5 with recommendations for priority of restoration and operation of elements of economy as concerns military logistics.	All-recommend to G5 restrictions necessary to the security of own installations. RASC-coordinates plans for rear area security with civil affairs plan for control of civilians. PM-plans for spot check of civilians. Supervises/cooperates with civil police. Apprehends violators, informs G5 for disposition. Provides for detention of internees.
(2) Collection and custody of arms, ammunition, explosives, and explosives.	In coordination with G2 and the provost marshal, G5 plans for the collection and custody of arms, ammunition, explosives, and other contraband items.	Provides G5 with counter-intelligence data concerning caches. Provides technical intelligence personnel as required.	Recommends use of collected items by mil forces. Recommends use of troops to safeguard large caches or dumps of arms, ammunition, and/or explosives.		Establishes procedures for disposition of collected materiel.	PM-provides guards for caches, and spot checks personnel, buildings, and vehicles. Ord-provides technical assistance for collection of materiel, establishes ordnance collection point. Chemical-same as above. Engineer-same as above.
(3) Plan for control of civilian traffic.	In coordination with G3, G4, and the provost marshal, G5, insofar as practicable, through use of civil officials and organizations, plans for control of civilian traffic to insure minimum interference with current and planned mil operations.	Establishes procedures for screening civilian traffic to uncover agents, saboteurs, etc.	Provides G5 tactical requirements for control of civilian traffic.	Reviews plan to insure proper allocation of MP effort between civilian and mil requirements.	Provides G5 routes which must be reserved for logistical reasons. Insures plan for control of traffic is coordinated with traffic control plan.	Trans-coordinates civilian traffic control plan with overall traffic regulation plan. PM-assists in developing civilian traffic control plan. Estimates MP requirements. Plans location of signs, roadblocks, patrols, and checkpoints. Enforces civilian traffic control as required.
3. Economic.						
a. Plan for restoring, maintaining, and improving the economy of the area.	Insofar as the current mil situation permits, G5, in cooperation with appropriate civil officials, plans for the restoration, maintenance, and improvement of the economy of the area.	Provides G5 with information of the economy of the area.	Provides G5 with courses of action for analysis of impact on economic structure. Receives from G5 those elements of the economic structure which must be spared from destruction or for which damage should be minimized. As appropriate, makes recommendations concerning use of combat engineer effort to restore economy.		Receives service support requirements from G5, recommends allocation of service effort for CA activities. Provides G5 recommendations for priority of restoration and operation of elements of economy as concerns military logistics.	Tech svc officers-provide G5 with technical advice concerning procedures, requirements, and capabilities of mil technical services to provide assistance. Recommend elements of economy to be restored. Provide assistance as directed. Army-receives from G5 location of buildings, areas, or installations to be spared from effects of fire support means. Engr-advises G3 of impact of use of combat engineers for civil affairs support.
b. Plan for local procurement of economic resources for mil use.						
(1) Procurement and utilization of real estate.	In coordination with G3 or G4, and the engineer, G5, plans, provides the required liaison, and monitors the local procurement and utilization of civil real estate.			When necessary a civil affairs representative accompanies advance party to assist in procuring real estate for main CP. Provides G5 with requirements for recreational facilities such as leave centers, rest camps, and hotels.	Provides policies on the requisitioning and administration of real estate. Receives from G5 requirements for mil use. Allocates areas, billets, and facilities to users.	Engr-establishes acquisition and disposition procedures. Receives assistance from G5 in locating and procuring desired properties. SJA-provides legal supervision of procurement procedures.
(2) Utilization of local supplies and resources.	Based upon the requirements of the mil force, G5, in conjunction with G3 (for tactical needs), G4 (for logistical needs), and G1 (for other administrative needs) determines the capability of the economy and makes provisions for the local procurement of the required supplies and resources. Provides G3 with information pertaining to local resources, dumps, or depots which, because of distance, may justify the assignment of tactical troops to effect their capture intact.	Provides supplementary information of economy concerning supplies and resources, particularly food and oil products. Reports locations of dumps and depots.	Receives from G5 request for "special missions" to seize local resources, dumps, or depots. When approved, assigns missions to tactical units.		Provides G5 with mil logistics requirements. Receives from G5 report of availability. Recommends procurement policies. Establishes procedures for procurement and contracting (P&C) officers. Continuously coordinates with G5 on availability, impact on local economy, and location of local offices for procurement.	All-within established policies, submit to G5 requests for assistance in locating supplies. SJA-provides legal supervision of procurement and contracting.
(3) Procurement and use of labor.	Based upon the requirements for civil labor as determined by G1, G5 determines the availability, establishes channels for procurement, and furnishes information on the recompense and treatment of local civilian labor to G1.	Screens labor employed.		Within policy established by higher headquarters coordinates with G5 and recommends wages, hours of employment, and individual space allocations of civil labor for admin support and tactical units. Receives report of availability from G5.	Receives requirements for labor from tech svc units. Determines priorities and allocations for tech svc units.	SJA-examines command policies and labor contracts to insure compliance with legal requirements.
(4) Provision of emergency food, clothing, fuel, and shelter.	Based upon the tactical situation and the relative standard of living of the civil populace, G5 recommends to the commander the amount and type of food, clothing, fuel, and shelter materials required to discharge the commander's civil affairs responsibilities under current agreements and national policy.	Provides G5 with information of the area concerning conditions and requirements. Provides comdr and staff an estimate of the influence on mil operations if assistance is not provided.	Provides G5 with area of future operations and type of action expected. Receives appropriate information of the plan for inclusion in psychological warfare operations. Recommends priorities and allocation of supplies and equipment for civilian assistance when tactical operations are affected.	Includes in the personnel estimate the impact of civil conditions on morale of mil personnel.	Receives from G5 requirements for supplies from civil affairs stocks. Plans for movement and distribution of supplies while in mil channels. Provides data on availability of mil supplies. Recommends priorities and allocations to G5.	All-provide G5 with technical assistance as applicable, for determination of need for assistance, measures to relieve conditions, and priorities and allocation of appropriate supplies or mil effort. Tech svcs-coordinate distribution of civil affairs supplies or mil supplies direct with G5.
4. Sociological.						
a. Restoration and use of public services.	Based upon the tactical situation and the relative economic situation existing in the area under command control, G5 recommends to the commander those public services, in priority, which should be restored, and the amount of public utilities required to discharge the civil activities essential to the physical and moral well being of the area.	Provides information of the area of operations and an estimate of the influence of conditions on mil operations. If public communications are reestablished, recommends security measures. Recommends censorship policy for communications media.	Coordinates with G5 use of sig, engr, cml, and aviation effort for civil assistance when tactical operations are affected. Recommends priority and allocation of mil capability for civil assistance when tactical operations are affected. Recommendations on use of public communications, and transportation by mil. Receives location of vital elements to be saved from destruction if tactical situation permits.	Advises on influence poor services will have on morale of mil personnel. Recommends allocation of public morale services (radio and TV) for mil use.	Coordinates mil requirements and allocation of mil efforts. When requested by G5, releases civil affairs stocks provided for this purpose. Recommends to G5 restoration of public services which will be of particular service to logistical support. Recommends allocation of public service capability, such as transportation, for mil use.	All-provide G5 with technical advice and assistance in determination of need for assistance, measures to restore, and recommendations for restoration of those public services of value to the particular staff officer's activities. Army-receives from G5 location of vital elements to be saved from destruction by fire support means if possible.
b. Handling and controlling displaced persons and refugees.	Based upon the G2 estimate of the number and type of displaced persons and refugees expected to come under command control, G5 determines the amount and type of facilities required to handle such displaced persons and refugees. Additionally G5, after determining the amount and type of available local resources, recommends to the commander the amount and type of mil assistance required to discharge the commander's responsibilities in the civil affairs field. G5, in conjunction with civil authorities, establishes procedures for the control of civilian movement to insure minimum interference with mil operations; included in this activity is the control of civilian traffic, the location of civilian areas of internment, and the designation and arrangements for civilian control of areas restricted to civilian passage.	Provides comdr and staff estimate of number of DP's and refugees to be uncovered. Reports to G5 location of large camps to be uncovered. Establishes procedures for screening. Submits recommendation concerning security aspect of need for evacuation of DP's and refugees.	Provides G5 with area of future operations, and type of action expected. Recommends routes to be used for evacuation of personnel. Provides mil units to control large unruly groups. Coordinates with G5 to insure adequate CA support of tactical operations. Receives locations of DP centers or large groups of DP's or refugees for consideration in the tactical plan. Submits recommendation concerning need for evacuation of refugees.	Advises impact of displaced persons/refugees on health and morale of mil personnel. Recommends policy concerning relations between DP's and mil personnel. Provides recommendation concerning use of MP's.	Coordinates logistical support requirements. When requested, releases CA supplies for DP's or refugees. Provides MP supplies as authorized. Submits recommendations concerning use of mil transportation for movement of DP's or refugees.	Avn-reports to G5 locations of DP's or refugees located by aerial recon. Sig-provides signal communications along route of evacuation. PM-plans for enforcement of evacuation routes. Recommends to G1 allocation of MP effort to control DP's or refugees. Coordinate efforts of local law enforcement agencies. Surg-plans for emergency treatment of DP's and refugees. Recommends inoculations, dusting, spraying, and other measures to safeguard the health of mil personnel. Trans-submits recommendations and plans to G5 and coordinates with G5 concerning evacuation of DP's and refugees by mil transport. QM-coordinates directly with G5 on distribution of released CA stocks or mil supplies. Engr-provides technical advice and mil assistance in construction of DP and refugee camps. RASC-recommends to G5 routes for evacuation through rear areas.
c. Public health and sanitation.	G5 determines the minimum requirements for mil and for the health and sanitation of designated or selected civilian areas. He determines the requirements and recommends to the commander the amount and type of health and sanitation supplies, construction, or mil medical assistance required for the area under consideration. In conjunction with the G1 and the surgeon, he recommends areas to be placed "off limits" to mil personnel. He establishes procedures and channels through which the existence rate of various type diseases can be monitored to insure the awareness of the mil forces and the timely establishment of preventive medicine measures.	Provides intelligence on health and sanitation conditions.	Provides G5 with information on future operations, particularly use of nuclear weapons and CB. Receives from G5 and surgeon recommendations for use of mil forces for mass sanitation effort, submits recommendation; when approved provides mil units. Receives dangerous health and sanitation areas from G5 and surgeon for consideration in tactical plan.		When requested by G5, releases civil affairs supplies. Determines availability of mil supplies and recommends emergency allocations.	Surg-provides G5 with technical assistance and advice for medical surveys, inoculations, spraying, dusting, and inspections. Determines supply and equipment requirements. Advises comdr and staff of impact of conditions on mil personnel. Recommends actions to be taken. Cml-advises G5 on contaminated areas; advises G5 on methods of decontamination, and personnel and materiel requirements. May supervise decontamination operations.
d. Civil information.						
(1) General.	G5 advises the commander and the information officer of the susceptibility of the civil populace to the various propaganda themes and, based upon his knowledge of the civilian reaction in the area of operation, recommends appropriate propaganda and counterpropaganda themes. He supervises those media of public information under civil control, recommends those civil information media, in priority, for restoration, and establishes channels and procedures for the monitoring and control of such civil information media.	Provides G5 with pertinent information of security measures affecting civil populace for dissemination.	Coordinates G5 civil information program with own psychological warfare plan.	Coordinates use of public information media for mil personnel aspects. May recommend use of sp avcs, troops, and bands in civic programs, parades, and events.	Provides logistical support as required.	RASC-coordinates rear area security plan with civil information programs. Sig-may supervise restoration of radio and TV establishments. May provide tech advice on operation.
(2) Consolidation psychological warfare in support of civil information program.	Plans and supervises execution of consolidation psychological warfare operations. Insures detailed coordination with G3's psychological warfare plan and G5's consolidation psychological warfare plan. Recommends allocation and deployment of means to G3. Maintains close and continuous coordination with G3. Receives from G2 estimate of effectiveness of operations and themes for development. Coordinates with RASC to insure integration of rear area security and consolidation psychological warfare activities.	Provides G5 with consolidation psychological warfare intelligence. Screens local civilian personnel for use in psychological warfare effort.	Has staff responsibility for overall psychological operations. Provides G5 with requirements for forward areas.	Is responsible for requisitioning skilled personnel. In conjunction with G5 and G2, procures local civilian personnel for psychological warfare operations.	Is responsible for logistical support of psychological warfare operations.	RASC-provides G5 with requirements for consolidation psychological warfare support of anti-guerrilla operations. Pay war-recommends consolidation psychological warfare themes and operations to G5.
e. Protection of arts, monuments, and archives.	In conjunction with the G2, G5 determines the location of archives, monuments, and objects of art considered to be of value to the US, allies, or the civil government. As appropriate, G5 recommends to G3 those items which, because of political, cultural, or economic value, justify the use of combat elements for their seizure and security. As appropriate, G5 recommends to the commander the disposition of such items.	Coordinates with G5 in locating and searching archives. May provide archivist teams for intelligence search. Returns archives to G5 after intelligence processing. Recommends to G5 the safeguarding of archives.	Prepares recommendation for adjustment of tactical plans to prevent destruction of arts, monuments, and/or archives. Assigns special missions to tactical units to seize and safeguard.	Publishes appropriate instructions for mil personnel concerning treatment of arts, monuments, and archives.		PM-provides security guards or may supervise civil police in such operations. Army-receives location from G5 for prevention of destruction by fire support.

Figure 26. Staff relationships in selected civil affairs activities.

Figure 25. Staff relationships, rear area security and area damage control activities, field army.

Activity	Chief of staff	G2	G3	G4	G1	G5	Rear area security controller (RASC)
1. General.	Insures overall coordination of RAS-ADC activities. Within delegated authority, resolves conflicts referred to him by the RASC and general staff officers.	Continuously disseminates information and intelligence of the enemy and of the area of operations affecting rear area security and area damage control activities.	As part of his responsibility for overall security of the command, G3 is responsible for security of the rear area. He discharges this responsibility primarily through the rear area security controller (RASC). Coordinates activities involving G3 area of interest in matters pertaining to RAS activities. Insures vulnerability analyses for the command are made.	G4 has general staff responsibility for area damage control. He discharges this responsibility primarily through the RASC. Coordinates activities involving their respective areas of interest in matters pertaining to RAS-ADC activities.			The RASC is designated by the commander. He is responsible for planning and supervising the execution of RAS-ADC operations. Subarea commanders are normally designated by the commander to assist the RASC. In their role as subarea commanders, they are directly responsible to the RASC for RAS-ADC activities. (For concept of RAS-ADC operations, see FM 31-15.) Plans and supervises the conduct of radiological surveys in the field army service area, as required.
2. Plans. a. Means.			Evaluates RASC request for combat and combat support troops in the light of the overall mission of the command and from the point of view of the primary mission; provides necessary means or refers to chief of staff for decision.	Advise the RASC of means that can be made available from their respective activities for RAS-ADC operations.		Advise RASC of civil resources that may be used in RAS-ADC operations.	Coordinates with G1, G3, G4, G5 and with units of other services located in the field army service area to obtain means required to implement RAS-ADC plans.
b. Coordination and approval.	Reviews the RAS-ADC plans; approves or secures approval.		Insures that rear area security plans are compatible with the primary mission of the command and are tactically adequate; makes recommendations as appropriate.	Review the RAS-ADC plan for matters within their respective areas of interest; makes recommendations as appropriate.			Plans RAS activities under the general staff supervision of G3; plans ADC activities under the general staff supervision of G4. Reviews RAS-ADC plans of subarea commanders to insure they are coordinated and compatible with the overall RAS-ADC plan and the command SOP.
3. Execution.			Effects continuing liaison with RASC during execution to keep informed fully of the situation. Makes appropriate recommendations to the commander for action to be taken if the magnitude of enemy actions transcends the rear area security forces capability, as appropriate to the staff.				Directs RAS-ADC operations in accordance with approved plan and SOP. Coordinates with G3 particularly concerning the magnitude of RAS operations. Makes adjustments in RAS-ADC plans as required; coordinates these adjustments with affected general staff officers. Refers RAS operations to G3 or chief of staff when enemy activities are such or are expected to become such that they exceed the capabilities of the RAS forces and become a primary mission for the command.

Activity	G4	G1	G5	G2	G3	Technical services special staff officers	Other special staff officers
1. Materiel and services.	Uses incoming requisitions, status reports, and personnel or representative liaison to determine present supply needs; and considers replacement factors and consumption rates to determine future supply needs.	Provides unit strengths and loss estimates to logistics officer as a basis for logistical support forecast.	Submits consolidated requirements for civilian supplies to logistics officer.	Provides logistics officer with information of the enemy capabilities to interfere with the logistical support mission, and of the characteristics of the area of operations which may affect the logistical support mission.	Recommends allocation and priorities for equipment and supplies having an impact on the training or tactical mission. Recommends prescribed loads for equipment and supplies pertaining to the training or tactical mission. Receives the available supply rate from the logistics officer; provides logistics officer with information of anticipated attachments, assignments, or detachments of units for logistical support for purposes of planning logistical support with training requirements or tactical courses of action to assist in determining logistical support tasks. Recommends prescribed nuclear load; keeps informed of changes to prescribed nuclear load.	All--estimates requirements and availability of routine and special operational supplies for future operations. Recommends procurement by requisition or local procurement. Locates supply if by local procurement. Recommends prescribed load, allocation, and priorities of issue from logistics officer. Submits regular reports to logistics officer pointing out areas of difficulties, shortages, or excesses. SJA--advises on legal aspects of procurement policies, drafts requisition forms, and examines non-standard local procurement contracts.	Any--provides logistics officer with selected artillery units to receive allocated nuclear weapons. Provides logistics officer with available supply rate for subordinate artillery units. All--estimates requirements and availability of routine and special operational supplies for future operations. Recommends procurement by requisition or local procurement. Locates supply if within the command, including those procured by local procurement. Recommends prescribed loads to logistics officer. Submits regular reports to logistics officer pointing out areas of difficulties, shortages, or excesses. SJA--advises on legal aspects of procurement policies, drafts requisition forms, and examines non-standard local procurement contracts.
a. Supply.	(1) Determination of supply requirements.	Provides logistics officer with an estimate of number of replacements for deterioration of equipment and supply needs.	Provides liaison with civil procurement agencies; locates supplies, equipment, and labor required for military use, and reports the availability based on a determination of civilian needs.	Provides information on the area of operations as it affects the use of transportation.	Provides logistics officer with requirements for transportation for training or tactical purposes. Keeps logistics officer informed on tactical plans as affecting transportation requirements.	All--determines requirements for all types of transportation required to perform logistical support and beyond unit capability, and informs logistics officer.	Avn--provides special staff assistance in the planning and use of Army aviation for delivery of supplies and equipment by air.
(2) Procurement of required supplies by requisition on the base of support or by exploitation of local resources.	Exploits local procurement to the maximum, considering quantity and quality, timeliness of receipt, and impact on the local economy, to reduce lead time, supply distribution time, and shipping space; procures remaining supplies by requisition on the supply base of support.	Provides logistics officer with requirements of an unusual or unexpected nature, such as equipment to establish a rest camp or leave center.	Advisees and assists P&C officers in making arrangements for local procurement.			Trans--prepares emergency transportation plans to meet vehicular requirements over and above the capability of the division. Keeps logistics officer informed of transportation matters; requests allocations and priorities when needed and not known. QM--supervises pipeline operations.	
(3) Receipt, storage, and distribution of supplies to supported forces.	Insures proper receipt, storage, and distribution of supplies by analyses of the area of operations for terrain considerations, maintaining up-to-date information of the friendly and enemy situation, keeping himself informed of future plans, and insuring accurate records of supplies on hand are maintained. Determines method of distribution; insures distribution schedules are most effective possible; insures availability of transportation means to effect the distribution, and selects routes for main distribution activities.	Provides logistics officer with requirements to transport replacements and POWs.	Provides logistics officer with requirements for military transportation for civilian needs.				
(4) Provision of control means necessary to coordinate the operations of the supply system.	Provides control means and methods necessary to coordinate supply operations; recommends allocations and priorities, as determined by consideration of logistical aspects; supervises compliance with allocations and priorities which have been established.	Provides logistics officer with special transport requirements to move command post, administrative installations, graves registration, and special service activities.	Provides logistics officer with availability of civilian transportation means for military use.				
(5) Maintaining information on the status of supplies.	Maintains current information on the status of supplies, including nuclear weapons within and/or available to the command, necessary for the accomplishment of supply activities.	Coordinates with the logistics officer the use of military police effort for traffic control and discipline, law and order enforcement.	Provides logistics officer estimated impact of civilian traffic on highway regulation and traffic control.	Keeps logistics officer informed of enemy capabilities that may interrupt use of routes.	Coordinates use of routes with logistics officer to insure tactical and logistical requirements are properly considered. Provides recommendations whenever route has tactical implications; may recommend use of routes be restricted for tactical use only.	Eng--provides tonnage capabilities of roads and bridges; recommends limitations on use of roads (one-way or two-way); provides signs for posting restrictions or directions. Sig--provides communications needed for traffic control and beyond capability of units concerned. Trans--prepares march order annexes. Prepares traffic circulation plans and supervises traffic headquarters.	PM--provides assistance to the transportation officer in preparation of traffic circulation plan. Prepares and executes traffic control plan.
b. Transportation.	Determines overall transportation requirements of the command. Provides required transportation from assigned and attached transportation units, other units of the command, or from that requested and received from higher headquarters.	Coordinates with the logistics officer the location of TCPs to insure maximum straggler control coverage consistent with traffic control requirements.	Provides logistics officer with availability of civilian transportation means for military use.				
(1) Transportation of units, personnel, and supplies by pipeline, water, rail, highway, and air, to include operation of carriers.	Coordinates use of all transportation to insure maximum use of the capacity, consistent with the primary mission activities of the command; consults with the operations officer to determine allocations and priorities for administrative support. Transportation plans include:	Provides G4 the allocation of local civilian labor for logistical support tasks.	When unit policy permits, provides logistics officer and local labor agencies for procurement and hiring of labor for logistical support tasks.	Provides logistics officer with enemy situation and capabilities as affecting location of logistical installations and time of movement.	Provides logistics officer with tactical plans and coordination of tactical units for consideration in localizing service units, and time of movement.	All--provide logistics officer with capabilities of service units; and recommend allocation and priority of technical service unit effort.	
a. Estimation of requirements and determination of availability.		Coordinates with the logistics officer the location of TCPs to insure maximum straggler control coverage consistent with traffic control requirements.	Provides logistics officer with availability of civilian transportation means for military use.				
b. Anticipation of needs and preparation of plans for supply by air.		Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
c. Recommended main supply route (MSR).		Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
d. Furnishing information and instructions to transportation officer regarding detailed transportation planning, to include transportation movements.		Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
(2) Control of movements to include selection of routes, highway regulation, traffic control, and supervision of march order annexes pertaining to highway regulation and traffic control.	Responsible for transportation movements to include selection of routes, highway regulation, traffic control, and supervision of march order annexes pertaining to highway regulation and traffic control.	Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
(3) Control of movements to include selection of routes, highway regulation, traffic control, and supervision of march order annexes pertaining to highway regulation and traffic control.	Responsible for transportation movements to include selection of routes, highway regulation, traffic control, and supervision of march order annexes pertaining to highway regulation and traffic control.	Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
c. Services.	Prepares general plan for service support to include:	Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
(1) Establishment of priorities for employment of technical service units.	a. Selection and allocation of technical service troops by type and number (in coordination with the operations officer). b. Plans for recovery and evacuation of vehicles and equipment. c. Collection and disposition of excess property, salvage, and captured materiel.	Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
(2) Designation of times for movement and general location for technical service units.	Selects general location of service areas. Designates time of movement of service units. Recommends evacuation and repair policies.	Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
(3) Selection and allocation of technical service troops by type and number required to support the command.	Selects and allocates technical service troops by type and number required to support the command (troop planning in coordination with the operations officer). Establishes priorities for employment of technical service units.	Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
(4) Requirements for and use of local civilian labor for logistical support tasks.	Determines requirements for local civilian labor for logistical support tasks. Allocates available labor to technical service units. Insures policies pertaining to hiring, pay, hours, treatment, and pertinent restrictions are adhered to by technical service units employing local civilian labor.	Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
(5) Maintenance of supplies and equipment.	Supervises maintenance program of the command. Insures adequate backup support for field maintenance beyond the capability of assigned or attached maintenance units. Approves attachments to subordinate commands and locations to insure proper distribution of maintenance support capabilities. Recommends evacuation and repair policies. Recommends amount and type of maintenance training, establishes maintenance schools, conducts training inspections. Maintains records of status of maintenance and conducts staff visits and inspections to obtain first-hand information. Provides commander and staff with evaluation of maintenance conditions, an estimate of impact on planned operations, and recommendations for correction or improvement of conditions.	Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
(6) Construction, except fortifications and signal communications.	Recommends policies pertaining to construction, priorities, and allocations. Within policy, he determines priority and allocation of materials and personnel effort for construction.	Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
(7) Maintenance and provision of utilities for facilities and installations.	Exercises centralized control and coordination over activities pertaining to maintenance and repair of utilities for facilities and installations. Establishes priorities and allocations for repair of utilities.	Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
(8) Acquisition, allocation, administration, and disposition of real estate, including billets and shelter.	Exercises control and coordination of acquisition, allocation, administration, and disposition of real estate, including billets and shelter, except for headquarters and headquarters personnel.	Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
(9) Collection and disposition of excess property, salvage, and captured materiel.	Recommends command policy for collection and disposition of excess property, salvage, and captured materiel. Within command policy, provides technical services and subordinate commands with guidance for disposition of excess property, salvage, and captured materiel. Insures collecting procedures are established and disseminated. Allocates usable supplies and equipment within the command.	Provides G4 policies pertaining to labor--hiring, pay, hours, treatment, restrictions.	Provides logistics officer with capability and availability of local economy to provide maintenance support.				
2. Medical service.	Provides information and guidance to surgeons for formulation of the medical service plan for the command. Reviews plan; approves and publishes in administrative order. Provides additional publication as required. Insures location of medical facilities is integrated with the overall plan for distribution of units within the command. Insures logistical support of the medical service plan.	Provides logistics officer with estimate of injury, sick, and wounded rates for future operations. Provides logistics officer with estimate of injury, sick, and wounded rates for prisoners of war. Recommends policy for evacuation and hospitalization of casualties due to fallout contamination, chemical or biological warfare.	Provides logistics officer with availability of local economy to provide maintenance support.				
3. Miscellaneous.	Recommends location of rear boundary. After approval of chief of staff, forwards location to the next higher headquarters for final approval. Upon approval of higher headquarters, publishes location in administrative order, or disseminates by fragmentary order. Reviews recommended location of rear boundary of subordinate units to insure coordination with the tactical and administrative plan and location of adjacent unit rear boundaries. Recommends approval or disapproval to chief of staff. Upon approval of chief of staff, notifies subordinate unit of approved location.	Provides logistics officer with estimate of injury, sick, and wounded rates for future operations. Provides logistics officer with estimate of injury, sick, and wounded rates for prisoners of war. Recommends policy for evacuation and hospitalization of casualties due to fallout contamination, chemical or biological warfare.	Provides logistics officer with availability of local economy to provide maintenance support.				
a. Location of rear boundaries.	Recommends location of rear boundary. After approval of chief of staff, forwards location to the next higher headquarters for final approval. Upon approval of higher headquarters, publishes location in administrative order, or disseminates by fragmentary order. Reviews recommended location of rear boundary of subordinate units to insure coordination with the tactical and administrative plan and location of adjacent unit rear boundaries. Recommends approval or disapproval to chief of staff. Upon approval of chief of staff, notifies subordinate unit of approved location.	Provides logistics officer with estimate of injury, sick, and wounded rates for future operations. Provides logistics officer with estimate of injury, sick, and wounded rates for prisoners of war. Recommends policy for evacuation and hospitalization of casualties due to fallout contamination, chemical or biological warfare.	Provides logistics officer with availability of local economy to provide maintenance support.				
b. Preparation (logistical portion), authentication, and distribution of administrative plans and orders.	Compiles, authenticates, and distributes the administrative plan or order, paragraph 4 of the operation plan or order, and the administrative and logistics annex to an operation order. Approves all annexes to administrative orders prepared by technical service staff officers and pertaining to activities which are a coordinating staff officer responsibility of the logistics officer.	Provides logistics officer with estimate of injury, sick, and wounded rates for future operations. Provides logistics officer with estimate of injury, sick, and wounded rates for prisoners of war. Recommends policy for evacuation and hospitalization of casualties due to fallout contamination, chemical or biological warfare.	Provides logistics officer with availability of local economy to provide maintenance support.				
c. Recommending the main supply route (MSR).	Based on the tactical and administrative situation, the area of operations, and the enemy situation, recommends the MSR.	Provides logistics officer with estimate of injury, sick, and wounded rates for future operations. Provides logistics officer with estimate of injury, sick, and wounded rates for prisoners of war. Recommends policy for evacuation and hospitalization of casualties due to fallout contamination, chemical or biological warfare.	Provides logistics officer with availability of local economy to provide maintenance support.				
d. Security of logistical installations. (See Fig 25, Staff relationships, rear area security and area damage control activities, field army.)		Provides logistics officer with estimate of injury, sick, and wounded rates for future operations. Provides logistics officer with estimate of injury, sick, and wounded rates for prisoners of war. Recommends policy for evacuation and hospitalization of casualties due to fallout contamination, chemical or biological warfare.	Provides logistics officer with availability of local economy to provide maintenance support.				

Figure 24. Staff relationships in selected logistical activities.

Activity	G2	G3	Special staff officers	G1	G4	G5
1. Unconventional warfare. a. Guerrilla warfare. (1) Planning tactical missions.	Provides G3 with an analysis of the area of operations and an intelligence estimate. Recommends intelligence missions to be assigned to guerrilla forces. Provides G3 with potential targets appropriate for guerrilla exploitation. Provides guerrilla forces with such essential intelligence as required to perform assigned missions. Based on an estimate of the reliability of guerrilla forces, makes recommendation as to advisability of providing arms, ammunition, and other equipment or supplies to guerrilla forces. Plans for maintaining security of communications systems established with guerrilla forces.	Directs and coordinates the activities of staff officers planning the tactical aspects of the guerrilla operation. Receives from special forces liaison officer composition, disposition, and capabilities of guerrilla forces in unit zone. When guerrilla forces are under control of field army, tactical planning is the same as for conventional forces. For guerrilla forces not under field army control, coordinates with special forces liaison officer to develop and prepare missions which will support the tactical plan. Keeps guerrilla forces informed of those aspects of the tactical plan which affect guerrilla operations. Insures guerrilla warfare activities are coordinated with other unconventional warfare activities. In conjunction with the signal officer, plans special communications for coordination with the guerrilla forces as required. Establishes allocations and priorities for issue of equipment for guerrilla forces.	Engineer—provides G3 with technical advice on use of engineer equipment, supplies, and demolition assigned guerrilla forces. FSC—provides G3 with feasibility and capability of fire support means to support guerrilla operations. Develops plan for fire support of guerrilla operations, including recognition systems and procedures, and establishes appropriate fire coordination areas. CmlO—provides technical advice to G3 on use of chemical and biological agents by guerrillas. Keeps G3 informed of effects of planned chemical and biological agent attacks on guerrilla operations. Avn—provides G3 with technical advice on feasibility and capability of providing Army aviation support for guerrilla operations. Signal—advises G3 of feasibility and capability of establishing direct signal communications. Advises G3 of capability and recommends advisability of providing communications equipment and/or personnel to guerrilla forces. All staff officers assist operations officer in preparing appropriate portions of the guerrilla warfare plan, and as appropriate portions of the guerrilla warfare plan, and as appropriate, assist G4 in logistical support planning.	Arranges for compensation and other personnel management activities as appropriate for guerrilla forces as provided for in theater policy.	Provides G3, as appropriate, with logistical information and estimates applicable to the guerrilla warfare plan. Plans logistical support of guerrilla operations.	Provides G3 with missions of a civil affairs nature to be assigned guerrilla units. Reviews guerrilla warfare plan to insure compatibility with the civil affairs plan for occupied areas, international law, and national policy as related to the civilian populace. Determines availability of supplies and equipment from the local economy which may be issued to guerrillas.
(2) Coordination of intelligence activities.	Establishes procedures for exchange of intelligence and/or information with guerrilla forces. Within established policy, establishes direct liaison with guerrilla forces. Provides guerrilla forces with requests for information. Exchanges information and intelligence with guerrilla forces within limits of policy established by the commander. . . . Coordinates with G3 to provide guerrilla forces with missions to assist and protect intelligence operatives as appropriate. Coordinates counterintelligence activities with guerrilla forces.	Provide G2 with requirements for information which may be procured by guerrilla forces.				Provides G2 with information and/or intelligence of the area of operations procured through civil affairs channels for dissemination to guerrilla forces.
(3) Coordination during the execution phase.	Continuously exchanges within limits of policy, information and/or intelligence with guerrilla forces. Provides guerrilla forces with continuing intelligence missions. Provides G3 with estimate of effectiveness of guerrilla activities.	Receives from special forces liaison officer or direct from guerrilla forces, and maintains record of guerrilla forces operating in zone to include disposition, composition, and capabilities. Recommends changes in guerrilla missions required by tactical operations in progress. Provides operating instructions, either direct or through special forces liaison officer, as required by the changing situation. Insures the FSC is kept informed of the guerrilla situation for coordination with fire support. Provides guerrilla forces with prediction of fallout and chemical contamination due to friendly delivered weapons either direct or through the special forces liaison officer. Approves requests for military combat or administrative support to sustain guerrilla activities. Coordinates with G4. Establishes allocations and priorities for support.	FSC—coordinates fire support with respect to guerrilla operations. Provides G2 with target acquisition requirements for guerrilla forces. Avn—provides G3 with technical advice on requests for Army aviation support. Cml—provides G3 with prediction of contamination as it may affect guerrilla forces. All—as appropriate provide recommendations for solution of administrative support requirements that arise, technical advice, and status of unit capability to provide support requested. Responsible for special staff supervision of execution of administrative support tasks.		Supervises the logistical support of guerrilla activities.	Coordinates with G2 and G3 to keep abreast of guerrilla activities to insure such activities are compatible with future plans for civil affairs operations.
h. Psychological warfare in support of unconventional warfare.	Provides G3 with psychological warfare intelligence based on an analysis of area of operations and current intelligence. Provides G3 and G5 with estimate of effectiveness of enemy psychological warfare operations. Provides G3 with estimate of effectiveness of enemy psychological warfare operations and recommends training to counter effects. Assists G3 in planning psychological warfare activities. Screens local civilian personnel for use in psychological warfare effort.	Plans and supervises execution of psychological warfare operations. Develops command training program for conduct of psychological warfare, and for defense against enemy psychological warfare operations. Requests specialized units as required. Coordinates psychological warfare plan with G3 representative's consolidation psychological warfare plan in forward areas. Establishes allocation and deployment of means. Coordinates psychological warfare activities with tactical operations, guerrilla operations, and other unconventional warfare activities.	FSC—develops fire support plan for dissemination of propaganda by fire support means. Signal—advises on feasibility of conducting psychological warfare with organic signal equipment. Avn—provides technical advice on use of aircraft for dissemination of propaganda. Psy war—recommends to G3 psychological warfare themes and operations based on intelligence provided by G2. In coordination with G2, estimates effectiveness of own psychological warfare program. Assists G1 and G5 in estimating effectiveness of enemy propaganda efforts.	Responsible for requisitioning skilled personnel. In conjunction with G3 and G2, procures local civilian personnel for psychological warfare operation.	Is responsible for logistical support of psychological warfare operations.	Provides G2 information collected through civil affairs channels pertaining to psychological warfare.
c. Subversion including sabotage.	Provides G3 with targets for conduct of subversion or sabotage (including personnel targets). Estimates effectiveness of own subversion and sabotage activities.	Prepares plan for subversion and/or sabotage operations, insuring agreement with tactical plan for future operations and coordination with administrative support group of the staff for impact, particularly sabotage, on future administrative support operations. Coordinates this plan with tactical plan and unconventional warfare activities. Upon approval, publishes, disseminates, and supervises execution of plan. Responsible for including training in subversion and sabotage in overall training program as appropriate.	All interested staff officers provide impact of sabotage on future operations within their special field, and technical advice on feasibility of, and procedures for, effecting sabotage. Staff officers concerned prepare annexes to plan.		Provides G3 with estimate of impact of sabotage operations on future logistical operations. Responsible for logistical support of operations.	Provides G3 with estimate of impact of subversion and/or sabotage operations on civilian attitude and economy. Insures subversion and/or sabotage activities are coordinated with consolidation psychological warfare considerations. Assists G2 in the development of the list of targets.
d. Evasion and escape.	Provides G3 with intelligence of area of operations and enemy pertinent to evasion and escape techniques. Assists G3, through intelligence agencies, in establishing assistance. Provides G3 with estimate of effectiveness of evasion and escape operation. Determines location of personnel in evasion and escape category. Debriefs recovered personnel.	Includes training in the basic principles of evasion and escape in the command training program. Coordinates guerrilla operations to insure maximum assistance by guerrillas. Plans to recover personnel in evasion and escape category reported by G2.	Avn—provides technical advice on use of Army aviation for recovery or supply of escapees or evaders.	Provides G3 with estimate of individual morale as consideration in developing training program of the command. Recommends amount and type of training needed. Provides facilities for holding recovered personnel pending debriefing.	Provides logistical support for escape and evasion plan.	Provides estimate of impact of civilians on evasion and escape operations. Assists G3, in conjunction with G2 through civilian contacts, in establishing assistance. Provides G3 with estimate of effectiveness of evasion and escape operations.

Figure 23. Staff relationships, unconventional warfare activities, field army.

Activity	G2	G3	G1	G4	G5	Chemical Officer	Rear area security controller (RASC)	Other staff officers
1. General	a. Exercises coordinating staff supervision over the prediction of fallout from enemy employed nuclear weapons and all monitoring and survey operations. b. Exercises coordinating staff supervision over dissemination of fallout information resulting from enemy weapons. ² c. Insures communication channels and procedures are established to provide the meteorological data required to make fallout predictions. (Data provided by Air Weather Service and artillery.)	a. Exercises coordinating staff supervision over prediction of fallout from friendly employed nuclear weapons. b. Exercises coordinating staff supervision over dissemination of fallout information resulting from friendly employed weapons. c. Insures that provisions for training radiological monitors and prediction personnel are included in the appropriate training programs. d. Insures procedures and communication channels for reporting radiological information are included in the SOP.	Procures technically qualified personnel.	Exercises coordinating staff supervision over the procurement, storage, issue, and maintenance of instruments.	a. Insures radiological information is disseminated to appropriate civil officials as authorized by current policy. b. Establishes channels for receipt and exchange of radiological information with appropriate civil defense agencies.	a. Supervises CBR operations. b. Insures rad information is exchanged with the rear area security controller. c. Exercises technical supervision over the fallout prediction element under the rear area security controller.	The RASC exercises supervision over the prediction of fallout and over monitoring and survey of radiation in the rear area. Supervises the collection, processing, maintenance, and dissemination of radiation information.	Signal officer—procures, stores, issues, and maintains radiac instruments.
2. Prediction of fallout for nuclear weapons employed by own forces	a. Estimates effects of the predicted fallout on the area of operations and enemy capabilities; disseminates to staff. b. Estimates effect the predicted fallout will have on intelligence operations and revises collection plan as required.	a. Incorporates fallout predictions and G2 estimate of the effects of fallout on the area of operation and on enemy capabilities into the operations estimate. b. Prepares recommendations regarding alternate tactical course of action to be adopted, if required.	a. Uses fallout predictions as a factor in estimating casualties and replacement requirement. b. Incorporates the fallout prediction and the G2 estimate of the effect of fallout on enemy capabilities and on the area of operations into the staff estimate. c. Estimates the effect the predicted fallout will have on personnel support activities and initiates planning to minimize the effects.	a. Estimates the effect the predicted fallout will have on logistical support activities and initiates planning to minimize the effects. b. Incorporates the fallout prediction and the G2 estimate of the effects of fallout on enemy capabilities and on the area of operations into the continuing staff estimate.	a. Estimates the effect predicted fallout will have on civil affairs support activities and on the civil populace. Initiates planning to minimize the effects. b. Incorporates the fallout prediction and the G2 estimate of the effects of fallout on enemy capabilities and on the area of operations into the continuing staff estimate.	a. Insures fallout predictions are made and dissemination of this information accomplished in accordance with directions of G3. b. Maintains radiation situation map. c. Insures predicted fallout is reflected on the radiation situation map; uses prediction as a basis for survey planning.	Analyzes the fallout predictions to estimate the effect fallout will have on rear area security and area damage control plans and on the capability of the various units and installations to discharge their assigned rear area security and area damage control missions. Makes tentative plans to minimize the effects of fallout on rear area security and area damage control operations.	Arty officer—provides chemical officer with necessary data to predict fallout; receives predicted fallout from chemical officer, includes such information in recommendations to G3 for employment of nuclear weapons. Asst G3 air—for air-delivered nuclear weapons, same as arty officer. All—estimate the effect the predicted fallout will have on operations in their respective areas of interest, submit appropriate recommendations to general staff officer concerned, and initiate planning to minimize effects.
3. Prediction of fallout for nuclear weapons employed by the enemy	a. Same as 2a above. b. Receives information from subordinate and adjacent units, command agencies, and higher headquarters on the GZ, height of burst, and yield of enemy delivered nuclear weapons; collates, processes, and disseminates to staff and affected units.	a. Evaluates vulnerability of tactical and tactical support troop units, installations, and activities to the predicted fallout. b. Prepares recommendation for revised task organization or alternate tactical course of action if required.	a. Same as 2a. b. Same as 2b. c. Estimates vulnerability of personnel support installations to predicted fallout and initiates tentative planning to minimize the effects.	a. Same as 2a. b. Estimates vulnerability of logistical installations to predicted fallout and initiates tentative planning as appropriate. c. Reviews RASC recommendations; approves or disapproves	Estimates vulnerability of civil affairs installations and the civil populace to predicted fallout; insures civil populace is warned through civilian agencies; and, as appropriate, initiates planning to minimize the effects.	a. Insures fallout predictions are made as required. b. Same as 2b above. c. Estimates vulnerabilities of tactical and tactical support troop units, installations, and activities to the predicted fallout; submits to G3.	a. Same as 2 above. b. Makes appropriate recommendations to G3 or G4. c. Surg—advises on effects of predicted fallout on personnel rations and water.	Estimate the effect the predicted fallout will have on troop units, installations, and activities in their respective areas of interest, advises appropriate general staff officer, initiates planning to minimize effects.
4. Radiological monitoring (rad monitoring)	a. Exercises coordinating staff supervision over collection, processing, and dissemination of rad monitoring information. b. Estimates the effects of the radioactive contamination on the area of operations and on enemy capabilities; disseminates to staff.	a. Evaluates radiological situation to estimate effect fallout will have on current and planned tactical operations. b. Recommends revision of the current plan or alternate courses of action as required by the radiation situation.	a. Uses rad monitoring information as a factor in estimating casualties and replacement requirements. b. Analyzes radiological information to determine the effect fallout will have on his functions and activities. Initiates action to minimize effects of fallout and to insure uninterrupted support of the operation. c. Advises RASC of the impact of the rad situation on G1's ability to furnish means for rear area security and area damage control activities.	a. Analyzes radiological information to determine the effect fallout will have on his respective functions and activities. Initiates action to minimize effects of fallout and to insure uninterrupted support of the operation. b. Makes revisions in logistical support activities required by the radiation situation. c. Recommends revisions to the area damage control plan as appropriate.	a. Coordinates exchange of rad monitoring information with appropriate civil officials. b. Evaluates radiological information to estimate effect fallout will have on civil populace and the amount of military assistance the civil populace will require. c. Advises comdr and staff of amount of military support to the civil populace required to discharge the commander's civil affairs responsibilities. d. Advises RASC of the impact of the rad situation on G5's ability to furnish means for rear area security and area damage control activities.	a. Supervises collection, processing, and dissemination of rad monitoring information. Based on these data, determines need for survey. b. Evaluates the data to estimate the effects fallout will have on chemical units and installations. Takes action to minimize the effects of the contamination. c. Provides G2 and G3 with an estimate of the impact of the radiation situation and recommends actions, as appropriate.	Analyzes the radiological data to determine the effect fallout will have on rear area security and area damage control plans and on capability of the various units and installations to accomplish their assigned rear area security and area damage control missions. Revises rear area security and area damage control plans as required and submits to G3 and G4 as appropriate, for approval.	a. Analyze radiological data to estimate the effect fallout will have on their respective units, installations, and activities; initiate action to minimize effects of fallout. b. Provide the appropriate general staff officer with an estimate of the impact of the radiation situation on their ability to provide required mission support; recommend actions, as appropriate, to minimize the impact. c. Signal officer—plans special communications as required to support rad monitoring.
5. Radiological survey (rad survey)	Exercises coordinating staff supervision over all rad surveys and processing and dissemination of information resulting therefrom.	a. Designates units, personnel, and equipment from tactical and tactical support units as required to conduct rad surveys. b. Same as 4a. c. Same as 4b.	a. Uses rad survey information as a basis for estimating casualties and replacement requirements. b. Same as 4b. c. Same as 4c.	a. Same as 4a. b. Same as 4b. c. Same as 4c.	a. Same as 4b. b. Same as 4c.	a. Advises G2 when a rad survey is necessary and recommends type and extent of survey. b. Supervises collection, processing, and dissemination of rad survey information. c. Same as 4b. d. Same as 4c. e. Coordinates with G3 to obtain personnel and equipment to conduct surveys required for continuation of tactical operations.	Same as 4.	a. Same as 4a. b. Same as 4b.

¹This chart depicts staff relations for the listed activities at field army level. These staff relationships are valid at corps and division after appropriate substitution for the RASC.
²Radiological information is disseminated by means of radiological contamination charts or messages.

Figure 22. Staff relationships, fallout prediction and radiological monitoring and survey, field army.

Activity	G2	G3	G1	G4	G5	Chemical officer	Other special staff officers
1. General.	Supervises chemical technical intelligence activities. Exercises coordinating staff supervision over the collection, processing, and display contamination data. Exercises coordinating staff supervision over chemical monitoring and survey.	Insures adequate chemical support troop units are included in troop list. Insures the unit training programs provide for adequate training in the technical aspects of employment, detection of, and defense against chemical agents. Insures the unit SOPs outline the procedures and communication channels for reporting chemical contamination information and the actions to be taken under chemical attack.	Insures personnel trained in technical aspects of CW are available.	Exercises coordinating staff supervision over procurement, storage, security, and issue of chemical supplies and equipment required for chemical warfare operations. Coordinates with the chemical officer and recommends to the G3 the numbers and types of chemical troop units required for logistical support activities.	Establishes channels and procedures to exchange chemical contamination information with civil officials as authorized by command policies. Estimates and recommends number and types of chemical troop units required for civil affairs activities.	Recommends to G3 the number and types of chemical troops to be included in the troop list or required for a given operation. Advisees G3 on the status of chemical training in the command, assists G3 with chemical training as required. Insures chemical troops are adequately trained to perform their assigned missions. Supervises chemical technical intelligence activities directed by G2. Recommends EEF to G2. Under the supervision of G4, procures, stores, secures, and distributes chemical supplies. Supervises maintenance of chemical equipment in the command. Makes technical inspections of chemical equipment and supplies. Establishes and supervises operation of clothing impregnation facilities. Supervises recovery, evacuation, maintenance, and disposition of chemical materiel.	Artillery officer—insures artillery units are trained in the delivery of chemical munitions. Signal officer—procures, secures, issues, and maintains in coordination with G4, electronic warning and detection equipment used in chemical warfare. Publishes chemical attack warning signals and procedures in the SSI and SOI. Aviation officer—insures aviation personnel are trained in the techniques and procedures of aerial delivery of chemical agents and aerial chemical monitoring. Insures the required equipment for aerial chemical monitoring and aerial delivery of chemical agents is available. RASC—prepares the rear area security and area damage control plan and controls rear area security and area damage control operations under the supervision of G3 for rear area security and G4 for area damage control.
2. Planning the use of chemical agents.	Collects, processes, and disseminates information on weather and terrain pertinent to the employment of chemical agents. Estimates enemy vulnerability to friendly chemical attack to include disposition of troop units and installations, status and effectiveness of enemy defensive equipment; recommends to G3 suitable targets for chemical attack. Estimates the effects of chemical contamination on the area of operations.	Estimates the vulnerability of friendly troop units and installations to chemical attack from troop safety point of view. Integrates the chemical plan into the tactical plan. Establishes priorities and allocations of chemical munitions. Designates targets for chemical attack; refers to chemical officer for detailed target analysis for targets to be attacked with chemicals. Secures target analysis from chemical officer, integrates in operations estimate. Coordinates ground and air means for delivery of chemical agents. Insures the maneuver chemical barrier, and fire support plan are coordinated and integrated and consistent with current and future plans and operations.	Determines from G3 those areas which will be contaminated; plans location of personnel installations to minimize the effects of the contamination. Estimates the effect of the planned use of chemical agents on the morale, law and order, and discipline of the command; plans appropriate countermeasures including straggler control.	Insures that the chemical warfare portion of the tactical plan can be supported. Determines from G3 those areas which will be chemically contaminated by friendly use of chemicals; plans location of logistical installations and supply evacuation routes to minimize the effect of the contamination in proposed admin support areas. Insures traffic control plans are prepared which will minimize the effect of the expected contamination.	Estimates the effect of planned contamination on the civil populace and on installations and materiel planned to be used in support of military operations. Estimates the amount of military support to civil populace required as a result of the expected contamination to include decontamination equipment and supplies; advises G4. Prepares plans for the handling of contaminated civilian dead.	Advisees G3 on the use of chemical and biological agents and chemical troops. Makes target analysis to determine enemy vulnerability, the type and amount of chemical agent required, extent and duration of contamination, and best delivery means for attack of each target. Submits to G3. Prepares the chemical plan. Coordinates the chemical plan with the engineer (barrier plan) and the fire support coordinator (fire support plan). Determines requirements so sufficient chemical munitions of the required type are available to support the operation. Advisees preventive measures to be taken by troops entering contaminated areas.	Artillery officer—maintains status of artillery chemical munitions; recommends to G3 the allocation of artillery chemical munitions; provides technical advice regarding artillery capabilities for delivery of chemicals. Surgeon—estimates the amount of medical supplies required and insures they are available. Plans for medical installation, units, and supplies to handle casualties resulting from the use of chemical agents. Transportation officer—in coordination with G4 and the provost marshal, prepares the traffic regulating and circulation plan to minimize the effects of the planned contamination. Quartermaster—plans for the handling of contaminated friendly and enemy dead. Ordnance—advisees G3 on availability of chemical munitions, procures and issues chemical munitions. PM—in coordination with G3 and transportation officer prepares the traffic control plan to minimize the effects of the planned contamination.
a. Chemical survey and decontamination.	Determines, in coordination with G5, the amount and type of decontamination facilities and equipment in the objective area.	Establishes tentative priorities for decontamination of installations and areas required for tactical operations. Establishes priorities for survey and decontamination of all areas and installations.	Provides G4 with an estimate of the type and amount of decontamination facilities required for POWs and POW facilities. Insures plans are prepared by QM for handling contaminated friendly and enemy dead. Recommends priorities for chemical survey and decontamination.	Receives chemical officer estimate of the type and amount of decontamination supplies and equipment required, coordinates with engineer, QM, and surgeon on assistance to be furnished in decontamination operations. Prepares plans for procuring and operating civil decontamination facilities and equipment reported by G3. Coordinates with G3 to obtain personnel (units) and equipment from combat and combat support units to execute the chemical survey and decontamination plan. Coordinates with G1, G4, and other staff officers to obtain personnel (units) and equipment from administrative support units. Compiles priorities for survey and decontamination, submits to G3. Incorporates established priorities in the decontamination plan.	Estimates the amount and type of decontamination facilities and equipment available from civilian sources which might be used in support of military operations. Reports availability to G4. Recommends priorities for chemical survey and decontamination.	Prepares plans to conduct a chemical survey of the target area when uncovered including requirements for personnel and equipment. Advisees on decontamination. Chemical—estimates administrative support requirements for decontamination. Supervises decontamination operations, provides chemical personnel to advise unit commanders on decontamination techniques and methods; decontaminates selected items or installations requiring technically trained personnel.	Aviation officer—advisees on use of aircraft for survey of chemically contaminated areas. Based upon decontamination requirements established by G4, the following officers determine their capabilities and prepare plans: a. Engineer—furnishes earth-moving equipment for area decontamination; provides water supply equipment and personnel as required. b. QM—provides bath, laundry, and dry cleaning units for personnel, clothing, and equipment. c. Surgeon—provides technical advice and assistance on the decontamination of food, water, and personnel as required.
3. Execution.	a. Coordination activities.	Estimates effects of the chemical attack on the area of operations. Directs intelligence collection effort to obtain information on effect of the chemical attack on enemy capabilities and to verify the extent of the contamination. Estimates the number of POWs that will be taken during the operation and the number that will require decontamination.	Supervises damage assessment resulting from friendly chemical attack to determine effect obtained on selected targets; disseminates to staff. Analyzes to determine effects on operations. Recommends changes to the tactical plan necessitated by the effects actually obtained on the targets.	Revises the logistical estimate to reflect recent and accurate information. Insures traffic control plan is revised to reflect recent and accurate information. Estimates effect of contamination (based on chemical survey or chemical officer prediction) on personnel support activities. Initiates action to minimize the effect.	Revises civil affairs estimate based on recent and accurate information. Coordinates with G1 for provision of required military assistance to civil populace.	Advisees G3 on the effectiveness of the attack based on meteorological conditions at time of attack. Based on meteorological conditions at time of attack and on delivery errors, predicts the degree, extent, and duration of chemical contamination, disseminates to staff.	Artillery officer—supervises execution of that part of the chemical plan assigned to surface-to-surface fire support units if available. Transportation officer—revises traffic circulation plan to reflect recent and more accurate information as available. PM—revises traffic control plan to reflect recent and more accurate information as available.
b. Chemical survey and decontamination.	Supervises collection, processing, and dissemination of chemical contamination information.	Establishes priorities for decontamination of installations and areas.	Recommends to G4 priorities for decontamination of installations or areas required for personnel support.	Compiles priorities for decontamination of areas or installations required for administrative support. Submits to G3. Determines decontamination facilities and equipment to be procured from civilian source and directs engineer to procure them. Upon establishment of priorities, exercises staff supervision over decontamination operations.	Determines availability of civilian decontamination facilities and equipment; advises G4 and commander of the impact military control of these would have on civil populace.	Insures that chemical survey of the target area is executed as early as practicable. Supervises chemical surveys. Provides G3 with technical advice regarding decontamination. Collects, processes, and disseminates information regarding chemical contamination in the area of operations.	Eng, QM, surgeon—furnish decontamination equipment, personnel, and advice as required.
4. Defense against chemical attack.	a. Planning.	Analyzes area of operations and predicted meteorological data to determine the time and areas most suitable for enemy employment of chemical agents; disseminates to staff. Estimates enemy capabilities to employ agents to include type agent and delivery means; disseminates to staff.	Evaluates vulnerability of friendly forces to chemical attack in conjunction with other factors. Insures that unit SOPs provide for protective measures against chemical attack which are consistent with the mission.	Estimates vulnerability of personnel installations to chemical attack, takes action to minimize vulnerability. Evaluates vulnerability of logistical installations and activities to chemical attack; takes action to minimize vulnerability. Receives from chemical officer estimates of the type and amount of decontamination supplies and equipment that will be required; coordinates decontamination requirements with G5, engineer, chemical officer, quartermaster, and surgeon.	Evaluates vulnerability of civil affairs installations and activities, and the vulnerability of the civil populace to chemical attack. Takes action to minimize vulnerability to include warning of civilians, and disseminating information on protection against chemical agents as authorized by command policy. Estimates the amount of military support required in event of chemical attack. Determines the type and amount of decontamination facilities, equipment, and supplies available from civilian sources which may be used in support of military operations; advises G4, estimates the impact the military use of these items will have on civilian populace.	Provides technical advice to G3 on the most effective countermeasures to be taken against specific agents. Prepares chemical annex to unit SOP. Prepares plans for surveying chemically contaminated areas. Determines vulnerability of troop dispositions to varying types of chemical attack; submits to G3. Supervises decontamination operations; provides chemical personnel to advise unit commanders on techniques and methods of decontamination, decontaminates selected items or installations requiring technically trained personnel.	RASC—estimates the effects chemical contamination will have on rear area security and area damage control plans, and plans to minimize the effects of contamination in the rear areas. Based upon decontamination requirements established by G4, the following officers determine their capabilities and prepare plans: a. Engineer—provides water supply equipment and personnel as required; procures from civilian sources those decontamination facilities, supplies, and equipment required for military use. b. Quartermaster—provides bath, laundry, and dry cleaning units for decontamination of personnel, clothing, and equipment. c. Surgeon—provides technical advice and assistance on effects of chemical agents on personnel, rations, and water and estimates medical requirements for treatment. Quartermaster—plans for handling contaminated dead. Surgeon—estimates the amount and type of medical supplies required for treatment of chemical casualties. Transportation officer—in coordination with G4 and the provost marshal, plans for traffic regulation which will minimize effects of chemical contamination. Provost marshal—plans for control of contaminated areas to include control of stragglers, civilians and refugees, and traffic control.
b. Collection, processing, and dissemination of chemical contamination information.	Exercises coordinating staff supervision over collection, processing, and dissemination of chemical contamination information.	Insure unit SOPs provide for communication channels and procedures for reporting chemical contamination information.			Establishes channels to obtain contamination information collected by civilian populace. Disseminates contamination information to civil populace as authorized by command policy.	Supervises collection, processing, and dissemination of chemical contamination information.	
c. Chemical surveys.	Exercises staff supervision over chemical surveys. Approves chemical surveys to include the use of troops and equipment; coordinates with G3 and G4 as required.	Provides combat and combat support troops and equipment as required for chemical surveys.	Uses survey information as a factor in estimating casualties and replacement requirements. Revises personnel support plan based on survey information to minimize effect of contamination.	Assisted by the chemical officer, uses survey information to determine the amount and type of decontamination supplies, equipment, and facilities required to include that required from civilian sources. Coordinates with G3 on furnishing troops and equipment to conduct surveys. Revises logistical support plan based on survey information to minimize effect of contamination.	Procures civil assistance when required and available. Coordinates with G2 for survey operations conducted within civil areas, or by civil agencies.	Recommends to G2 type and extent of chemical surveys required and requirements for personnel and equipment to conduct the surveys. Supervises chemical surveys to include marking of contaminated areas.	
d. Decontamination.	Recommends to G3 priorities for decontamination of installations or areas which affect intelligence operations.	Establishes priorities for decontamination of installations and areas required for tactical operations. Coordinates with G4 to establish overall priorities for decontamination of installations and areas.	Recommends priorities for decontamination of areas and installations required for personnel support.	Recommends priorities for decontamination of areas and installations.	Uses survey information as a basis for determining the military assistance required for civil populace. Revises civil affairs support plan based on survey information to minimize effect of contamination.	Advisees and gives technical assistance on decontamination matters. Supervises decontamination operations, provides chemical personnel to advise unit commanders on techniques and methods of decontamination, decontaminates selected items or installations requiring technically trained personnel.	Eng, QM, surgeon—execute plans prepared in the planning phase as appropriate. Engineer—provides earth-moving equipment as required for area decontamination operations. RASC—recommends priorities for decontamination of areas required to properly execute rear area security and area damage control plans.
e. Other post-strike actions.	Estimates the effect of the chemical attack on intelligence operations; revises appropriate plans to minimize the effects of the chemical attack. Estimates the effect of the chemical attack on the area of operations; disseminates to staff.	Evaluates the effect of the chemical attack on tactical units, installations, and plans. Recommends revisions to current plans or alternate plans to accomplish the assigned mission.		Recommends priorities for decontamination of areas and installations required for logistical support. Compiles requirements for decontamination; coordinates with G3.			

NOTE: Since the staff relationships and functions pertaining to biological warfare are essentially the same as those shown for chemical warfare, biological warfare has not been treated separately.

Figure 21. Staff relationships, chemical and biological warfare activities, field army.

Activity	G2	G3	Air Defense Staff Officer	Other special staff officers	G1	G4	G5
1. General	Insures complete integration of the activities of the air defense (AD) intelligence system with field army intelligence operations.	Has overall general staff responsibility for integrating the tactical aspects of AD with other tactical and tactical support activities to include coordination of the utilization of the air space over the command area.	Supervises and coordinates Army AD operations conducted under the control of the field army commander. Coordinates use of the air space over the field army area by AD means with other Army user agencies (principally Army aviation and surface-to-surface fires), and other Services. Coordinates the use of electromagnetic radiations and communication circuit requirements for AD operations with the signal officer.				
2. Planning a. Determination of requirements for protection.	Provides comdr and staff intelligence on enemy's capabilities for attack by aircraft and missile, and the analysis of the area of operations.	Provides AD staff officer with comdr's guidance, decision, and concept of operation as pertinent to AD operations, including priorities. Provides AD staff officer with special requirements for tactical operations. Reviews consolidated AD requirements, including priorities for point and area defense, submitted by AD staff officer. Submits to comdr with appropriate recommendations.	Provides comdr, staff, and unit comdrs technical assistance in determining vulnerability of units, installations, or activities. Consolidate individual requirements, submits master plan, to include recommended priorities for point and area defense, to G3.	All-submit to appropriate coordinating staff officer a list of installations requiring AD.	Submit to AD staff officer recommendations for AD protection for their respective installations and activities. Review AD plan.		
b. Determination of requirements for air defense (AD) means.		Reviews AD troop unit requirements in relation to other troop requirements and submits recommended troop list to comdr.	Based on AD requirements, and in coordination with AD comdr, determines AD means required, to include type, number, ASR, prescribed nuclear load, and allocation of nuclear wpns. Submits recommendations to G3.				
c. Rules for engagement and standing operating procedures.	Provides intelligence on enemy air capability and enemy air tactics. Insures target identification procedures used throughout field army are integrated and in consonance with the rules for engagement and with the AD SOP.	Publishes rules for engagement for all units in the field army. Provides the AD staff officer guidance for the AD SOP to include the conditions under which nuclear weapons may be used, and active and passive air defense measures to be taken by other than AD units. Reviews the AD SOP to insure it is in consonance with the remainder of the field army SOP; upon approval, publishes AD SOP as annex to field army SOP.	Recommends rules for engagement (within and in conformity with the rules for engagement prescribed by theater) for all army AD units in the field army (including those assigned and attached to subordinate units). Prepares the AD SCP to include actions to be taken by units other than AD units, and passive AD measures. Insures rules for engagement are coordinated with other Army agencies, and other Services, using the air space over the field army area.	RASC—insures that the rear area security and area damage control plans are compatible with appropriate portions of the AC SOP.			
d. Allocation means.	Provides G3 with evaluation of enemy attack priorities.	Coordinates with ADS to determine capability of AD units. Reviews allocation of AD means including allocation of nuclear weapons for use in a surface-to-air role; recommends allocation of nuclear weapons to be fired by AD units in surface-to-surface fire missions. Recommends, in coordination with G4, the prescribed nuclear load for AD units.	Advises G3 on the capability of AD units. After coordination with AD commander, recommends to G3 allocation of AD means (to include allocation of nuclear weapons).		Recommend to G3 priorities for AD of his respective installations and activities.	Recommends to G3 prescribed nuclear load for AD units.	
e. Preparation of the AD plan.		Reviews and submits AD plan to comdr for approval; upon approval, publishes the AD plan.	Prepares AD plan. Coordinates the plan with field army staff and with other field army agencies and Services operating in or over the field army area; and with the civil AD plan. Submits to G3.	RASC—coordinates with AD staff officer on use of units in the field army service area in rear area security and area damage control activities.		Reviews AD plan to insure the operation can be logistically supported.	Insures coordination of the civil defense plan with the AD plan.
3. Execution	Furnishes AD staff officer intelligence information on AD including changes in enemy capabilities for air attack.	Ensures that tactical and tactical support operations are fully coordinated with AD activities. Based upon modifications and priorities submitted by other staff officers, coordinates with AD staff officer AD capability to fulfill revised AD requirements. Recommends reallocation of AD means and changes in priorities; upon approval, disseminates reallocation of AD means to AD staff officer. Effects necessary AD coordination which cannot be done by AD staff officer.	Coordinates AD activities with other tactical support and with administrative support operations as required by the tactical or AD situation. Continuously furnishes G2 air intelligence derived from AD intelligence system not otherwise disseminated by automatic means. Based upon revised AD requirements, recommends to G3 reallocation of AD means. Advises G3 of necessary coordination which cannot be done by AD staff officer. Maintains AD situation map and AD status board. Continuously monitors AD situation. Coordinates the use of the air space with all user agencies.	All—advise the appropriate coordinating staff officers of revised requirements for AD of their respective activities; recommend changes in priorities.	Advise the G3 of modifications in AD requirements for his respective operations; recommend changes in priorities. Provides personnel trained and skilled in technical aspects of AD artillery units.	Insures required procurement, handling, and storage of ammunition, including nuclear warheads and propellants. Provides adequate storage areas and in-storage surveillance facilities. Coordinates air supply activities with AD activities. Executes maintenance support, and supplies of repair parts.	Determines availability of local storage areas for nuclear weapons requiring in-storage surveillance. Plans the control of civilian movement to minimize interference with AD operations and compromise of AD positions.

NOTE: The functions listed above are exercised within the authority, policies, and procedures prescribed by the unified commander or agreed to by the Service component commanders or by the Service element commanders concerned.

Figure 20. Staff relationships, air defense activities, field army.

Activity	G2	G3	G1, G4, G5	Artillery officer	Other special staff officers
1. General	Coordinates target acquisition means of the command. Continuously receives, processes, and disseminates information and intelligence pertaining to the area of operations and to potential and actual targets.	Exercises general staff supervision over surface-to-surface fire support coordination, to include prediction of fallout from friendly employed weapons and the dissemination of this information. Insures the artillery officer is informed of all aspects of plans and maneuvers which may influence surface-to-surface fire support. Requests additional fire support units from higher echelons as required. Recommends to the commander the prescribed nuclear load. Recommends to the commander the allocation of fire support means to subordinate units.	G4-exercises general staff supervision over the procurement, storage, in storage surveillance (as required), and distribution of nuclear and nonnuclear munitions. G4-recommends to G3 the prescribed nuclear load for subordinate units, assigned and attached fire support units, and SASPs of the command.	Advises the commander and staff on all matters pertaining to the employment of surface-to-surface fire support. Provides the FSE of TOC. Recommends to G3 requirements for additional fire support units. In conjunction with G4, recommends to G3 the prescribed nuclear load for assigned and attached fire support units and subordinate units, and stockage level for SASPs of the command. Recommends to G3 the allocation of fire support means to subordinate units. Maintains the current status of nuclear and nonnuclear munitions. Coordinates with the air defense officer on use of the air space over the command area. Prepares the fire support plan annex to the operation plan (order).	All-procure, maintain, and distribute those items of equipment used in fire support for which their respective services are responsible. Ordnance-keeps the artillery officer advised of the current status of nuclear and nonnuclear munitions.
2. Planning	Provides G3 and FSE with targets (actual and potential) and potential target areas. Continuously provides G3 with intelligence on enemy capabilities. Develops, designates, and disseminates potential nuclear and nonnuclear targets (includes location, composition, size, shape, concentration, vulnerability, permanence, and recuperability).	Evaluates the targets provided by G2 and selects targets to support each scheme of maneuver under consideration. Provides the artillery officer with specific guidance for the analyses of each target or target complex (nuclear and nonnuclear) to include troop safety criteria. Reviews the fire support plan to insure it is consistent with command policy and guidance; integrates fire support and other tactical support plans with maneuver; incorporates the fire support plans as an annex to the operation plan. Submits the operation plan to the commander for approval; upon approval, publishes the operation plan as the operation order. Provides the artillery officer with necessary guidance for planning the employment of nuclear and nonnuclear weapons. G3 air-prepares the air fire plan and air portion of nuclear fire plan; submits to the artillery officer for integration into the fire support plan.	All-advise G3 and make appropriate recommendations when use of nuclear weapons will have potentially adverse effect on administrative support operations.	Advises G3 on the capabilities of the fire support means to provide the desired fire support. Recommends to G3 the type of fire support to be used on each target or target complex. Supervises the analysis of targets for nuclear attack. Based on G3 guidance, recommends type weapon, delivery means, DGZ, height of burst, earliest possible TOT, and expected condition of target after attack to include the predicted fallout. (Fallout predictions are prepared by the CBE.) Supervises preparation of the artillery fire plan. Receives from G3 air the air fire plan; review the fire plans to insure fires are integrated and then incorporates these fire plans into the fire support plan. Coordinates with the chemical officer (CBR), engineer (barrier plan), and air defense officer (use of the air space). Coordinates with G4 to insure the fire support plan can be logistically supported. Submits the fire support plan to G3.	Chemical officer-supervises the prediction of fallout for planned nuclear attacks; furnishes fallout predictions to the artillery officer necessary for target analyses and damage assessment and furnishes prediction of down wind hazard resulting from chemical and biological attack. When the command is supported by naval gunfire, the naval gunfire liaison officer (NGLO) prepares the naval gunfire plan.) Engr-maintains the obstacle map, exclusive of CBR contamination. Advises the staff on obstacles, as required.
3. Execution	Continuously provides the G3 and artillery officer with target information or intelligence, changes in enemy capabilities, and information on the area of operations to include contaminated areas and obstacles.	Keeps the artillery officer informed of fire support requirements based on the changing tactical situation to include changes in priorities and allocations. Within delegated authority, makes decisions on requests for fire support which are beyond the authority of the artillery officer. Insures that necessary troop and air warnings are disseminated when nuclear weapons are employed. Based upon damage assessment information received from subordinate units and command agencies, G3 makes initial evaluation of damage achieved to estimate changes required in the tactical plan; upon receipt of detailed analysis from artillery officer, G3 recommends changes in the plan or alternate plans to the commander.	All-advise G3 and the commander, as appropriate, on the effects in their respective areas of interest of the planned fire support, particularly nuclear weapons.	Directs the fire support retained under command control to include assigning fire support missions, through the artillery FDC, to specific fire support agencies. Coordinates the fire support with other headquarters and Services to insure effective and economical support. Advises G3 on fire support as required. Receives requests from subordinate units and command agencies for fire support; evaluates the request in light of other fire support requirements; makes decisions within delegated authority to furnish the requested fire support, to substitute other fire support, or to disapprove the request; advises the requesting unit or agency of the fire support to be furnished and the time it will be delivered. Receives damage assessment information from subordinate units and other command agencies; analyzes such information to determine the damage achieved in relation to the damage expected.	All-submit requests for fire support to the artillery officer. All-submit damage assessment information to G3 or the artillery officer (G2, height of burst, yield, and information on extent of damage resulting from friendly nuclear strikes, to include degree and extent of fallout).

*NOTES: 1. The term "fire support" as used in this figure is surface-to-surface fire support delivered by artillery units.
2. This figure is applicable to field army and corps.
3. For fire support coordination at division, see para 4.7 of the text.

Figure 19. Staff relationships, surface-to-surface fire support coordination, field army.

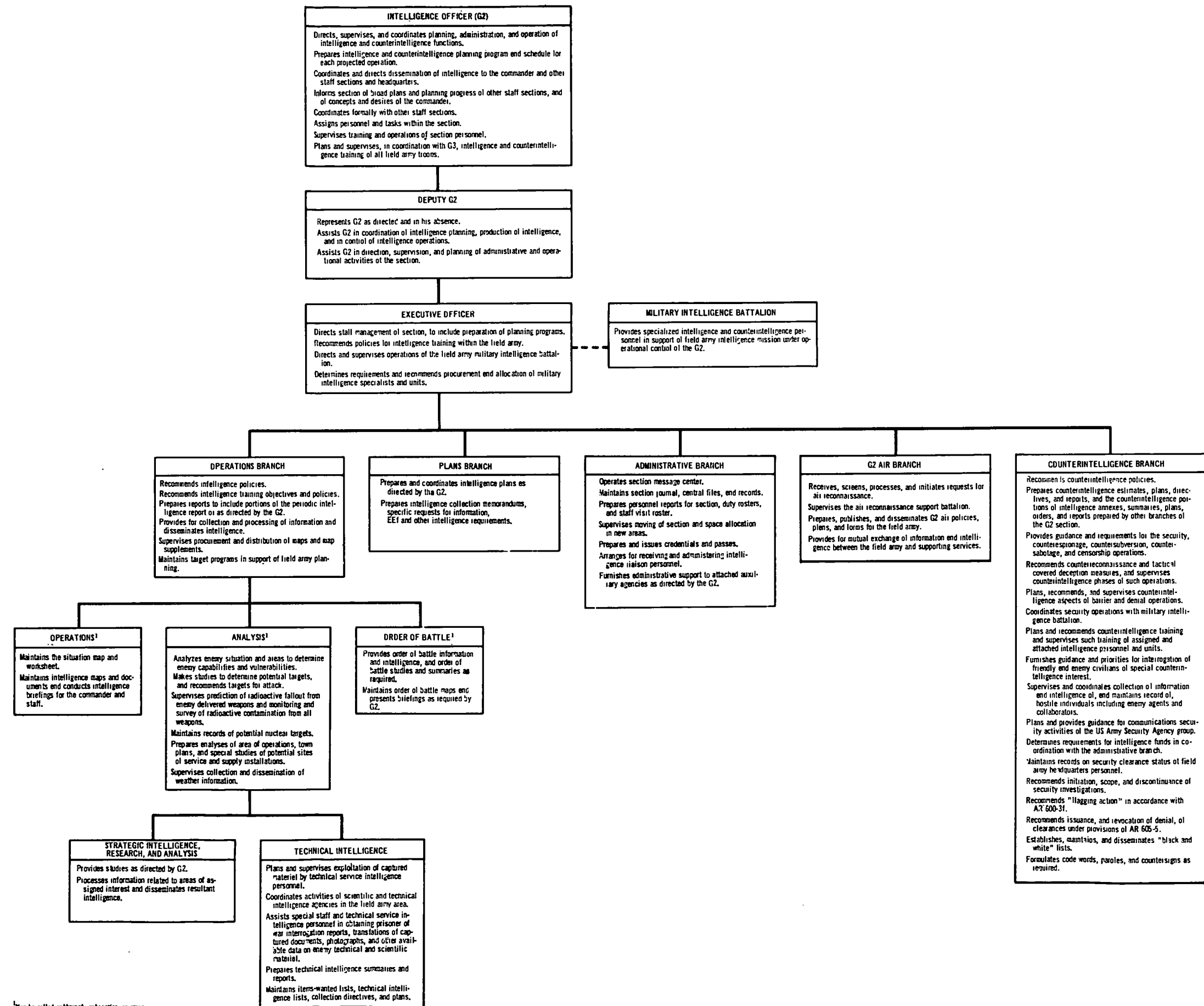


Figure 41. G2 section, field army headquarters.

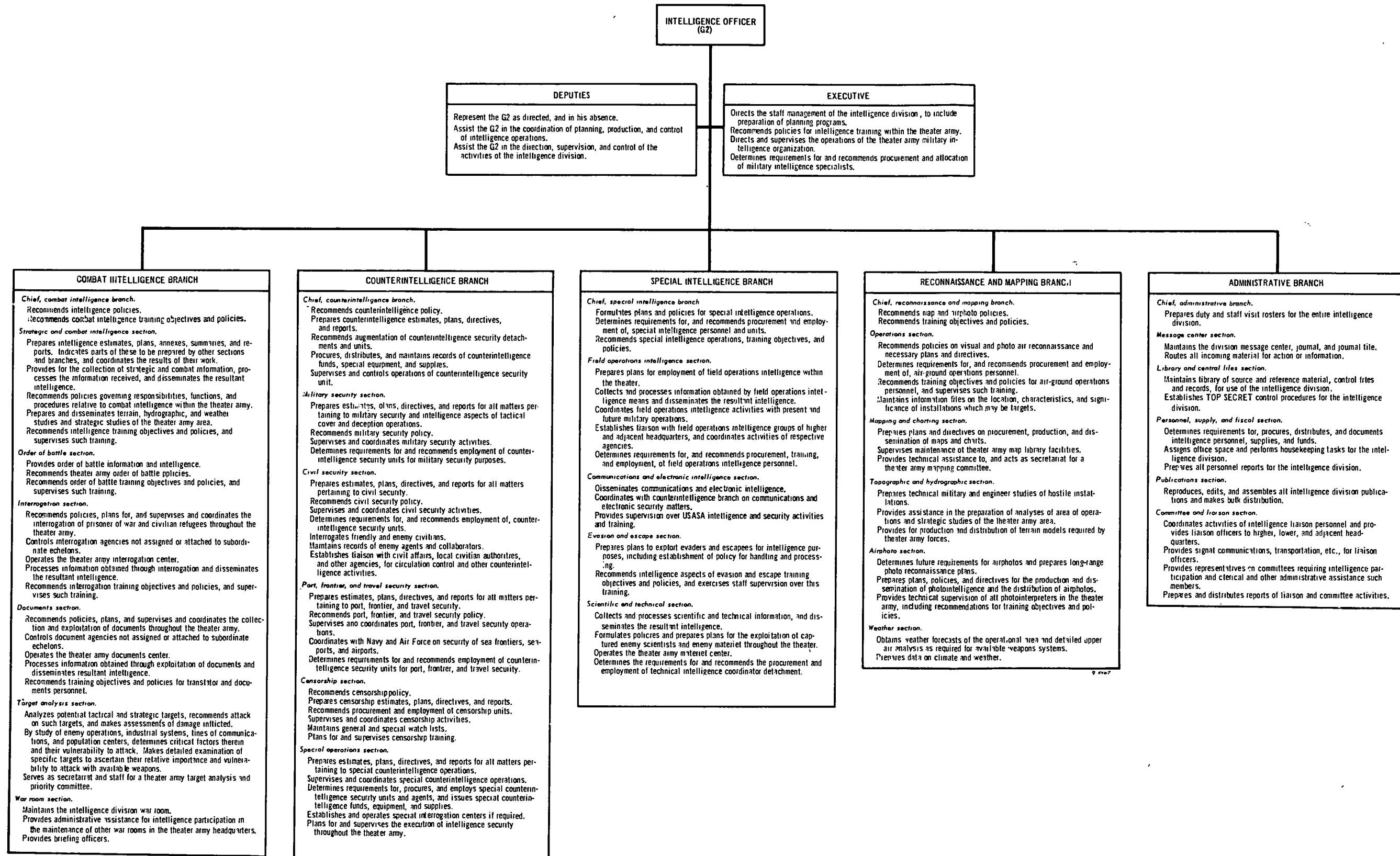
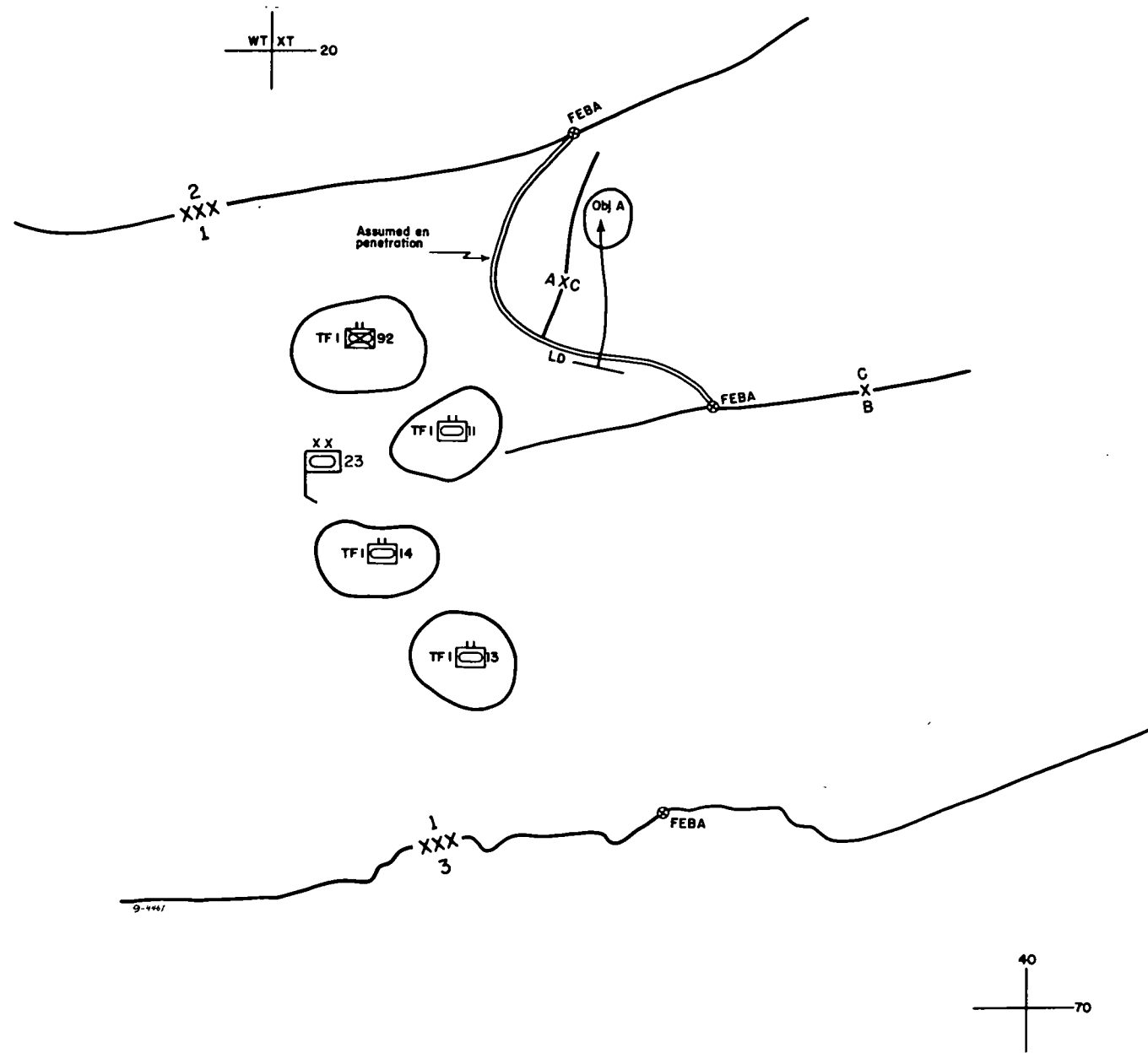


Figure 44. G2 division, theater army headquarters.

Example 9. Plan for a Counterattack (Overlay Type), Armored Division



(Classification)

Copy Nr 4
23d Armd Div
KUNZENDORF (XSO296), GERMANY
022300 June 19__
XT 53

OPLAN 35 (Catk Plan GREEN)

Reference: Map, GERMANY, 1:100,000, Breslau--LIEGNITZ.

Task org:

CCA

1/12 Armor
1/91 Inf
1/50 Arty (DS)
A/23 Engr Bn
1E/23 Engr Bn
1A/23 Med Bn (Spt)
1B/23 Med Bn (Spt)
A/23 Ord Bn (Spt)
1B/23 Sig Bn (Spt)
Flt A/23 Avn Co (Spt)

CCC

1/11 Armor
1/13 Armor
1/14 Armor
1/92 Inf
1/52 Arty (DS)
C/23 Engr Bn
3E/23 Engr Bn
3A/23 Med Bn (Spt)
3B/23 Med Bn (Spt)
C/23 Ord Bn (Spt)
3B/23 Sig Bn (Spt)
Flt C/23 Avn Co (Spt)

Div Tn

HQ, 23d Armd Div Tn
23d Med Bn
23d Ord Bn
23d QM Bn
A2/436 Arty
23d Admin Co

1. SITUATION

- En forces. Annex A (Intel) to OPORD 12.
- Friendly forces. OPORD 12.
- Attachments and detachments. Same as OPORD 12.
- Assumptions:
 - Penetration has been made in the sector of CCA with the major portion of a mech div (est two reinf mech rifle regt).
 - En pressure in sector CCB can be contained by CCB.
 - Allied comd of the air will be maintained.
 - Nuclear wpns will be employed to spt the catk.
 - The striking force, as now constituted, will be available at its present str when decision to catk is made.

(Classification)

CCB

1/93 Inf
1/94 Inf
1/51 Arty (DS)
B/23 Engr Bn
2E/23 Engr Bn
1/22 Cav
2A/23 Med Bn (Spt)
2B/23 Med Bn (Spt)
B/23 Ord Bn (Spt)
2B/23 Sig Bn (Spt)
Flt B/23 Avn Co (Spt)

Div Trp

HQ & HQ Co, 23d Armd Div
Div Arty
HQ & HQ Btry, 23d Armd Div Arty
1/53 Arty
5th How Bn (155-mm) (SP), 617th Arty
2d AW Bn (SP), 436th Arty (-)
23d Engr Bn (-)
585th Engr Float Brg Co
23d Sig Bn
23d Avn Co
23d MF Co
528th MI Det
5/5416 CA Co

2. MISSION

Div atk at H-hour, D-day to destroy en forces in area of penetration.

3. EXECUTION

- Concept of operation. This operation will involve the employment of CCC against the south flank of the en penetration, passing through elm of CCA to exploit the eff of nuclear wpns. A preparation will be fired employing nuclear wpns at H-30 min to neutralize en res in the area of the penetration and to assist CCC in breaking through the en forward elm on the flank of the penetration. The nuclear preparation will be fpl by nonnuclear arty fires. Priority of fires to CCC. CCC be prep to release one TF to CCA or CCB prior to executing catk.
- CCA:
 - Cont def of sector.
 - Spt passage of CCC.
 - Be prep to assist in destroying en in penetration on order.
 - Be prep to relieve CCC vic obj A and assist withdrawal of CCC on order.
- CCB: cont def of sector.
- CCC:
 - Atk seize obj A, destroy en in penetration.
 - Prior to atk, be prep to release one inf hv TF to CCA or one tk hv TF to CCB on order.
 - Be prepared for relief by CCA vic obj A on order, then reassemble as div striking force present assy pos.
- Div arty:
 - FA: priority of fires CCC.
 - ADA: priority to CCC, div arty.
 - Annex B (Fire Support Plan) to OPORD 12.
- Div res: CCC upon completion of msn on div order.
- Coordinating instructions.
 - This plan eff for planning upon receipt and for execution on div order.
 - H-hour, D-day to be announced.
 - Road priority to CCC eff H-1 hour.

4. ADMINISTRATION AND LOGISTICS

ADMINO 7.

5. COMMAND AND SIGNAL

Annex C (Signal) to OPORD 12. SOI, Index 1--2.

Acknowledge.

HOOD
Maj Gen

Distribution: A

OFFICIAL:
/s/ Tuck
TUCK
G3

Annex A (Op Overlay) to OPLAN 12.

(Classification)

Annex A (Op Overlay) to OPLAN 12

Reference: Map, GERMANY 1:50,000, LOBENSTEIN--PLAUN.

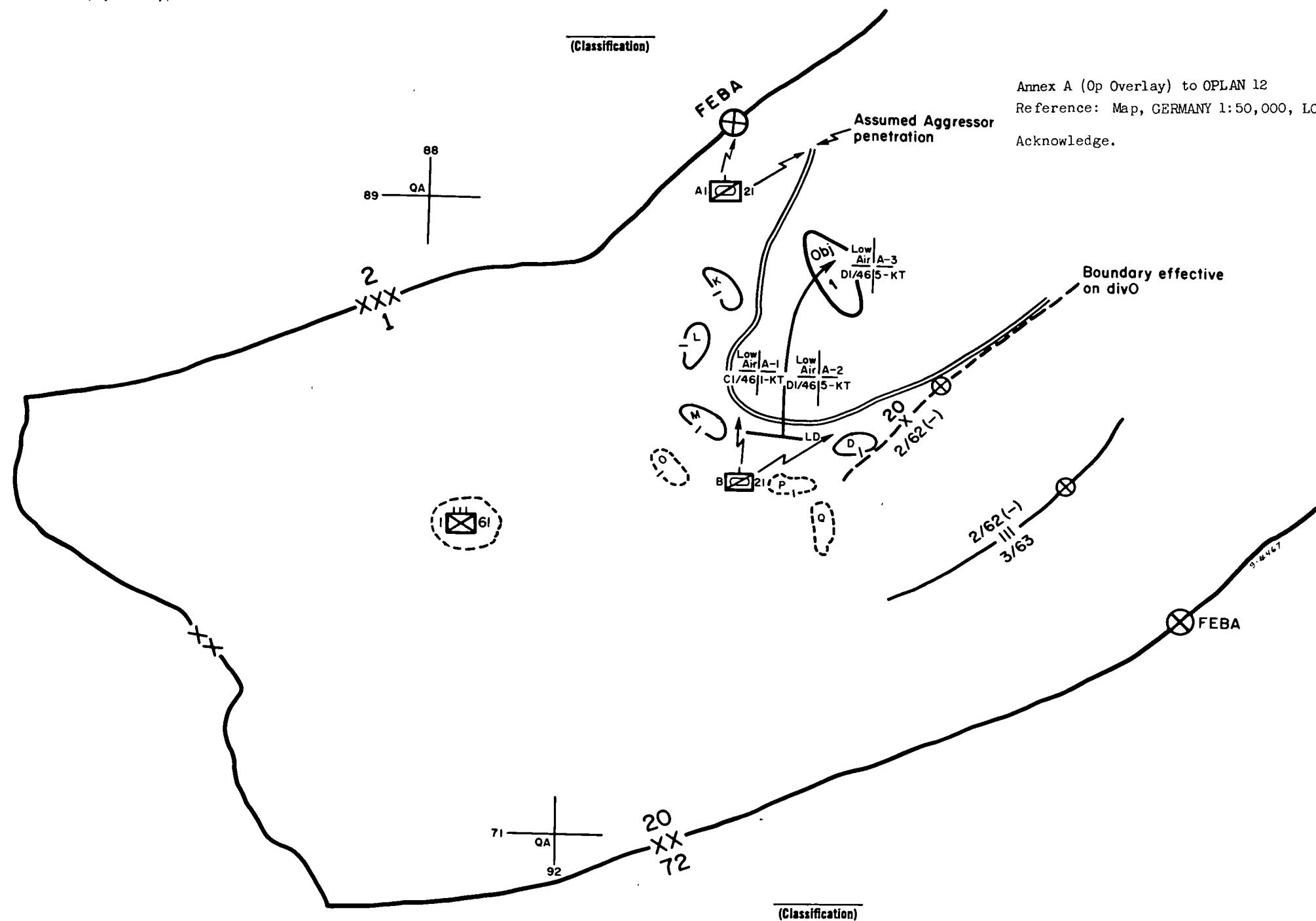
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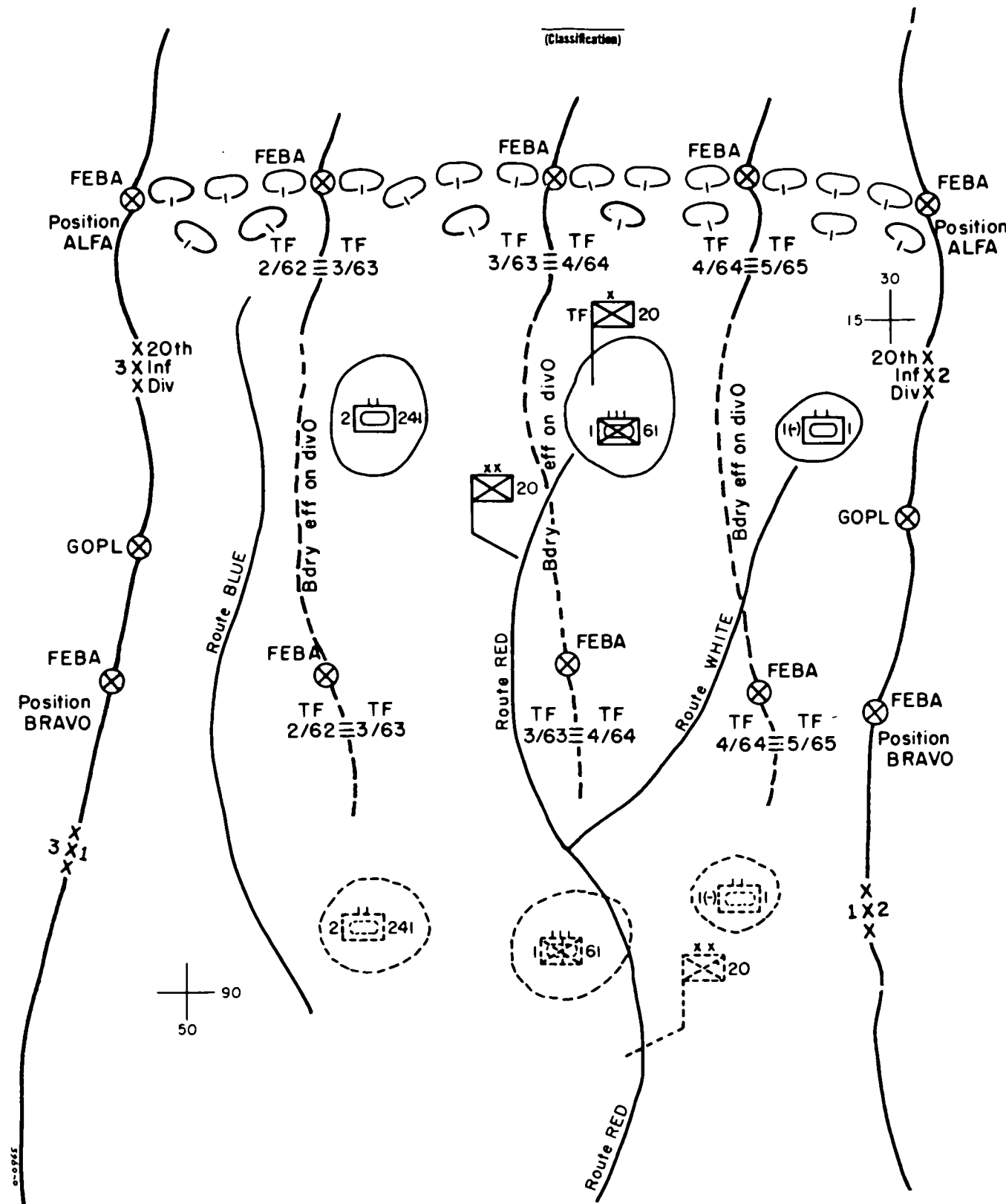
Copy Nr 2
20th Inf Div
NAILA (9379), GERMANY
152400 Sep 19__
PG 30

LONG
Maj Gen

Distribution: A

OFFICIAL:
/s/ Keegan
KEEGAN
G3





Note Overlay example above is schematic and not to scale

(Classification)

OPLAN 6 (JASPER)

Reference: Map, GERMANY, 1:100,000, KARLSRUHE-- ELLWANGEN.

Task organization:

20th Inf Div Bde TF
(Brig Gen _____, Comdg)
HQ, 20th Inf Div Bde
1st BG, 61st Inf
1st Med Tk Bn, 1st Armor (-3 co)
2d Med Tk Bn, 241st Armor
1st Recon Sq, 21st Cav (-1 Trp A)
Co B and C, 20th Trans Bn
Co A, 20th Engr Bn

TF 2/62
(Col _____, Comdg)
2d BG, 62d Inf
Co B, 1st Med Tk Bn, 1st Armor
Co B, 20th Engr Bn
Co A, 441st Trans Tac Carr Bn
Plat, Co D, 441st Trans Tac Carr Bn

TF 3/63
(Col _____, Comdg)
3d BG, 63d Inf
Co C, 1st Med Tk Bn, 1st Armor
Co C, 20th Engr Bn
Co B, 441st Trans Tac Carr Bn (-1 plat)
Co D, 441st Trans Tac Carr Bn (-1 plat)

TF 4/64
(Col _____, Comdg)
4th BG, 64th Inf
Co D, 1st Med Tk Bn, 1st Armor
Co D, 20th Engr Bn
Co C, 441st Trans Tac Carr Bn
Plat, Co B, 441st Trans Tac Carr Bn

TF 5/65
(Col _____, Comdg)
5th BG, 65th Inf
Trp A, 1st Recon Sq, 21st Cav
Co E, 20th Engr Bn
Co A, 420th Trans Trk Bn

Div Arty
(Brig Gen _____, Comdg)
63d Arty Gp
5th How Bn (SP), 45th Arty
4th How Bn (155-mm) (SP), 615th Arty
3d How Bn (8-in) (SP), 671st Arty
5th Msl Bn (LACROSSE) (SP), 152d Arty
1st How Bn, 45th Arty
2d How Bn, 45th Arty
3d How Bn, 45th Arty
4th How Bn (SP), 45th Arty
1st Rkt How Bn (HJ, 8-in), 46th Arty
2d AW Bn Gp (AD)
2d AW Bn (SP), 436th Arty
3d AW Bn (SP), 437th Arty

Div Trp
*
590th Engr Bn
*

1. SITUATION

- Enemy forces. Annex A (Intelligence) to OPORD 17.
- Friendly forces. 1st Corps initiates withdrawal 172100 Aug 19__ to defensive positions west of the RHINE River in zone, executing maximum delay east of the RHINE River.
- Attachments and detachments. Same as OPORD 17. Attachments indicated in task organization effective 112100 Aug 19__.
- Assumptions.
 - That Aggressor will use nuclear weapons against the div in numbers and yields comparable to those used against 1st Corps.
 - That Aggressor will have control of the air during the delaying operation.
 - That the div will have 5 days in which to prepare the initial delaying position (position ALFA) and 7 days in which to prepare the second delaying position (position BRAVO) before Aggressor launches his attack against those positions.

2. MISSION

Div executes maximum delay on position ALFA, withdraws to second delaying position (position BRAVO (9451--9424)) on order, and delays Aggressor east of line WIESENTAL (6553) RUPPURN (5624) until 210200 Aug.

3. EXECUTION

- Concept of operation. This is a delaying action with delay on successive positions. Div delays on position ALFA until approximately 192100 Aug. Div executes a withdrawal in zone from position ALFA to position BRAVO on order. Div delays on position BRAVO employing TF 2/62, TF 3/63, TF 4/64, and TF 5/65 from north to south, holds the enemy east of position BRAVO until 202100 Aug, withdraws on order. 20th Inf Div Bde TF covers withdrawal from GOPL of position ALFA. Maximum delay must be achieved to permit occupation and organization of defensive positions west of the RHINE River by the remainder of 1st Corps. Priority of artillery and air to TF 3/63. Priority for aid defense artillery is defense of bridges over the ELSENZ River, nuclear delivery means, and div res in that order. Allocated nuclear weapons will be employed on-call targets primarily to inflict maximum casualties on the enemy, to facilitate disengagement, and to gain additional delay. Employment of atomic demolitions munitions on CG approval only. Minefields and demolitions will be employed on all delaying positions to extend and reinforce existing natural obstacles.
- 20th Inf Div Bde TF:
 - Occupy and organize GOPL for position BRAVO on order.
 - Establish liaison with detachments left in contact on position ALFA.
 - Cover withdrawal of detachments left in contact.

(Classification)

Copy Nr 7
20th Inf Div
SCHWAIGERN (0443), GERMANY
111800 Aug 19__
XB 47

- Execute maximum delay along routes between GOPL and position BRAVO.
- Upon passage position BRAVO div res (-).

- TF 2/62.
- TF 3/63.
- TF 4/64.
- TF 5/65.
- 1st Recon Sq, 21st Cav (-1 trp); upon passage FEBA, position BRAVO detached 20th Inf Div Bde TF. Protect div rear area against guerrillas and enemy infiltrators.

- Div arty:
 - 63d Arty Gp: A-B3/437 Arty atch on order.

- GS. Reinforce 3/45 Arty with 3/615 Arty.
- Atch 20th Inf Div Bde TF on order. Upon atch, reinforcing man ceases; A-B3/437 Arty atch.
- Upon withdrawal 20th Inf Div Bde TF behind FEBA position BRAVO revert to GS role, reinforce 3/45 Arty with 3/615 Arty.
- 1/45 Arty: DS TF 5/65.
- 2/45 Arty: DS TF 2/62.
- 3/45 Arty: DS TF 3/63.
- 4/45 Arty: DS TF 4/64.
- 1/46 Arty: GS.

- ADA: 2d AW Bn Gp: protect in priority bridges over ELSENZ River, nuclear delivery systems and div res. Prep for atch of A-B3/437 Arty to 63d Arty Gp on order.

- 20th Engr Bn (-4 co): Annex B, Engineer.
- 590th Engr Bn: Annex B, Engineer.
- Div res: 20th Inf Div Bde TF (-): upon relief from general outpost mission.

- Coordinating instructions:
 - TF 2/62, TF 3/63, TF 4/64, and TF 5/65.
 - Initiate withdrawal to position BRAVO approximately 192100 Aug on order.
 - Organize detachments left in contact for purpose of deception and security on position ALFA; strength not to exceed one-third of units in forward positions and one-half of organic artillery.
 - Provide security within zone during assembly and movement.
 - Notify CG, 20th Inf Div Bde TF, of routes to be used.
 - Maintain liaison with 20th Inf Div Bde TF.
 - Detachments left in contact.
 - Hold Aggressor east of position ALFA until 200200 Aug.
 - Initiate withdrawal, using available transport, through 20th Inf Div Bde TF on order approximately 200200 Aug and prior to 200300 Aug.
 - Priority on Routes BLUE, RED, and WHITE to div arty from 192100 Aug to 192300 Aug.
 - Position BRAVO to be occupied prior to 200200 Aug.
 - Coordinate withdrawal with adjacent units.
 - Arty and engr attachments to 20th Inf Div Bde TF revert to parent unit control upon passage FEBA position BRAVO and on divO.
 - This plan effective for planning and reconnaissance on receipt; for execution on divO.
 - All units report location hourly using control points. Annex C, Control Point Overlay.

4. ADMINISTRATION AND LOGISTICS

ADMINO 3.

5. COMMAND AND SIGNAL

Annex D (Signal) to OPORD 17. SOI Index 2-11.

Acknowledge.

Annexes: A--Fire Support Plan (omitted)
B--Engineer (omitted)
C--Control Point Overlay (omitted)

Distribution: A

55th Inf Div
72d Inf Div

OFFICIAL:

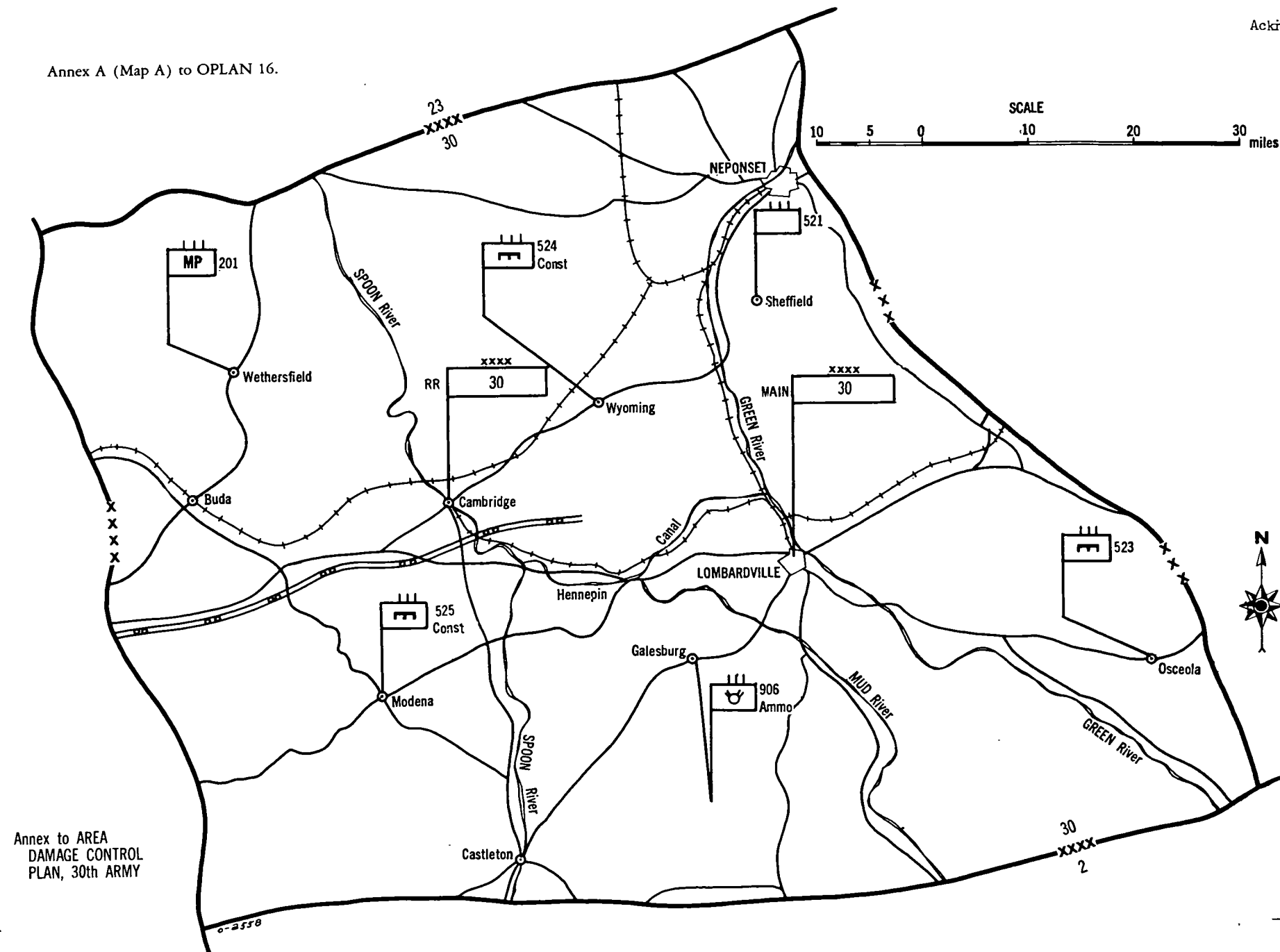
/s/ Gray

GRAY

G3

NICHOLS
Maj Gen

Annex A (Map A) to OPLAN 16.



Annex A (Map A) to OPLAN 16
Reference: None.
Acknowledge.

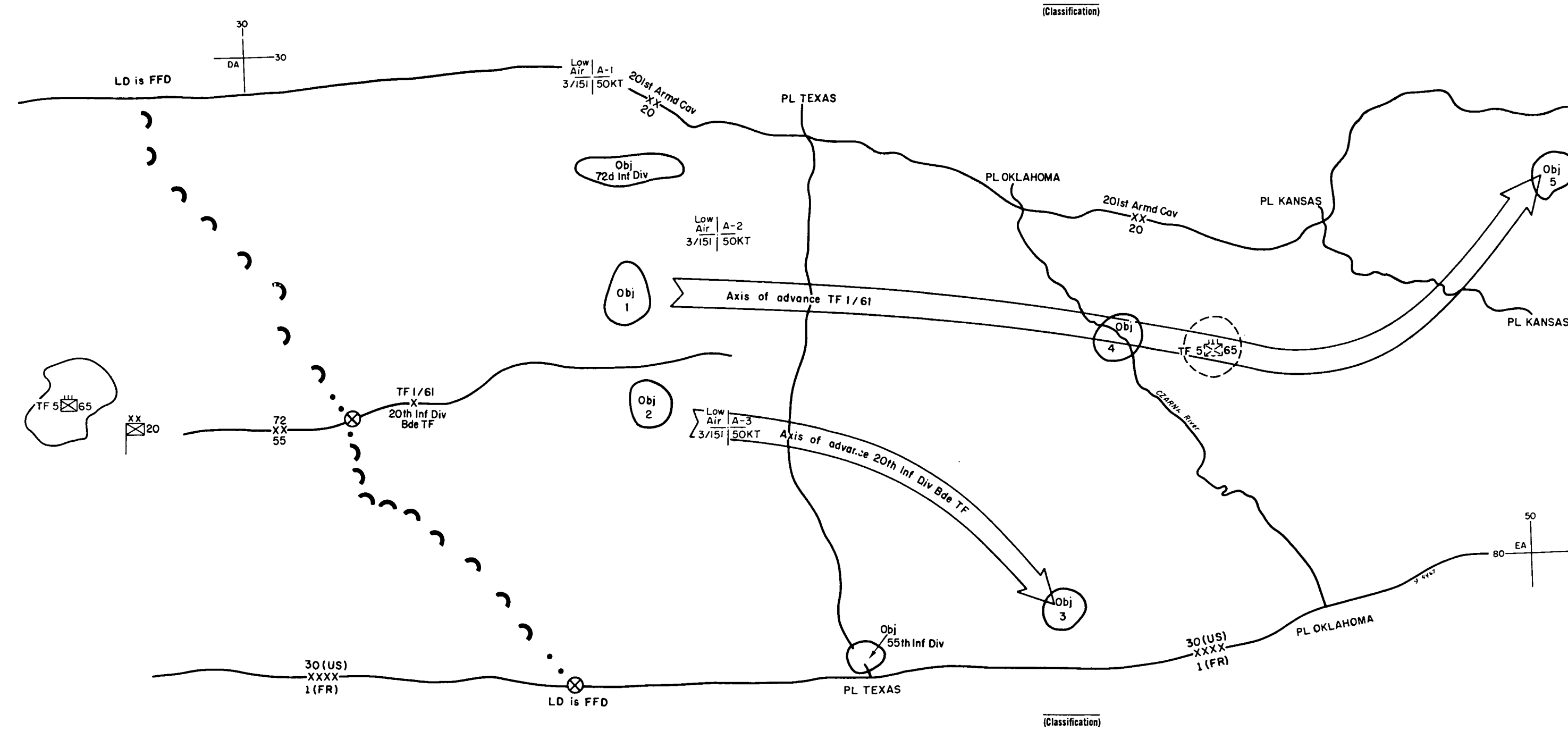
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30th Army /
LOMBARDVILLE, USA
030900 Dec 19__
CX 4

JONES
Lt Gen

Distribution: E

OFFICIAL:
/s/ Smith
SMITH
G4

Annex B (Op Overlay) to OPORD 25.



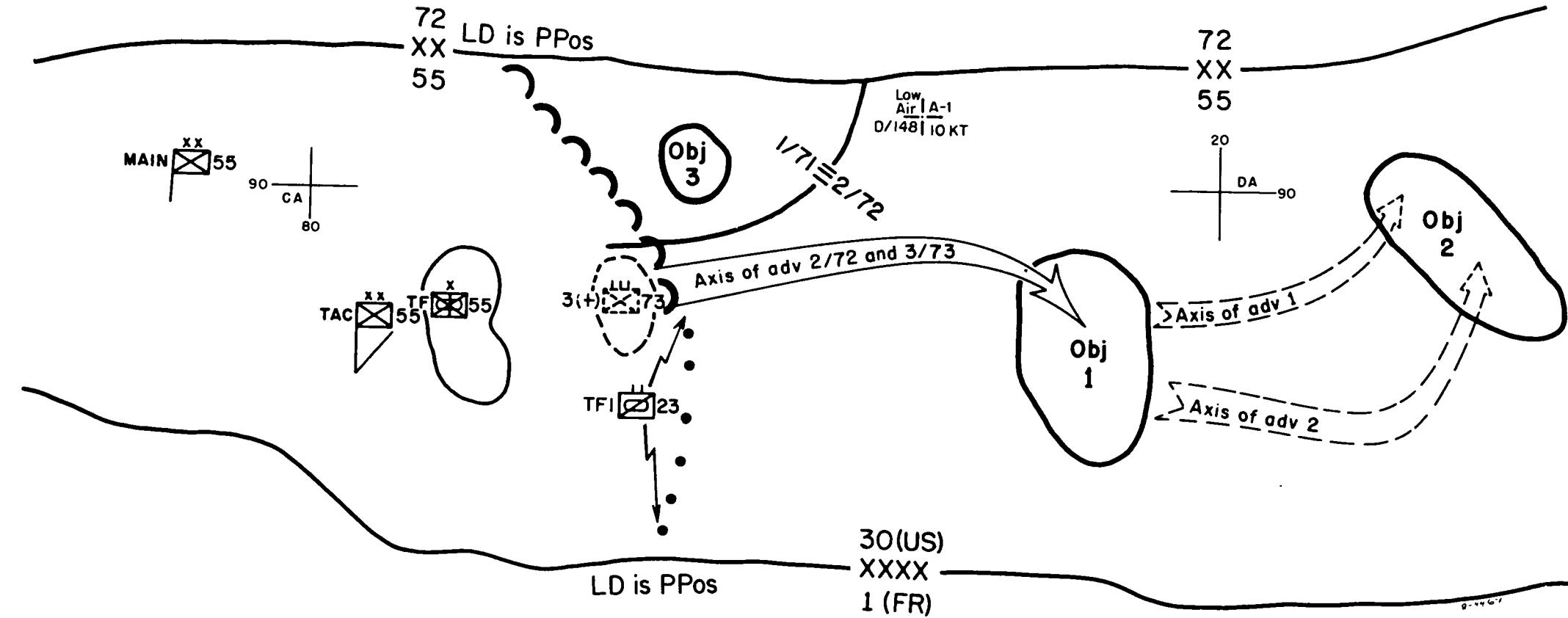
Annex B (Op Overlay) to OPORD 25
Reference: Map, POLAND, 1:100,000, CZESTOCHOWA--ZAWIERCIE, MIECHOW,
KIELCE, and SANDOMIERZ--KRASNIK.
Acknowledge.

Distribution: A
55th Inf Div
72d Inf Div
23d Armd Div
201st Armd Cav
OFFICIAL:
/s/ Young
YOUNG
G3

SHORT
Maj Gen

Copy Nr 7
20th Inf Div
PRADLA (DB0404), POLAND
082200 Aug 19—
YZ 51

Example 20. Order for Attack (Overlay Type), Infantry Division.



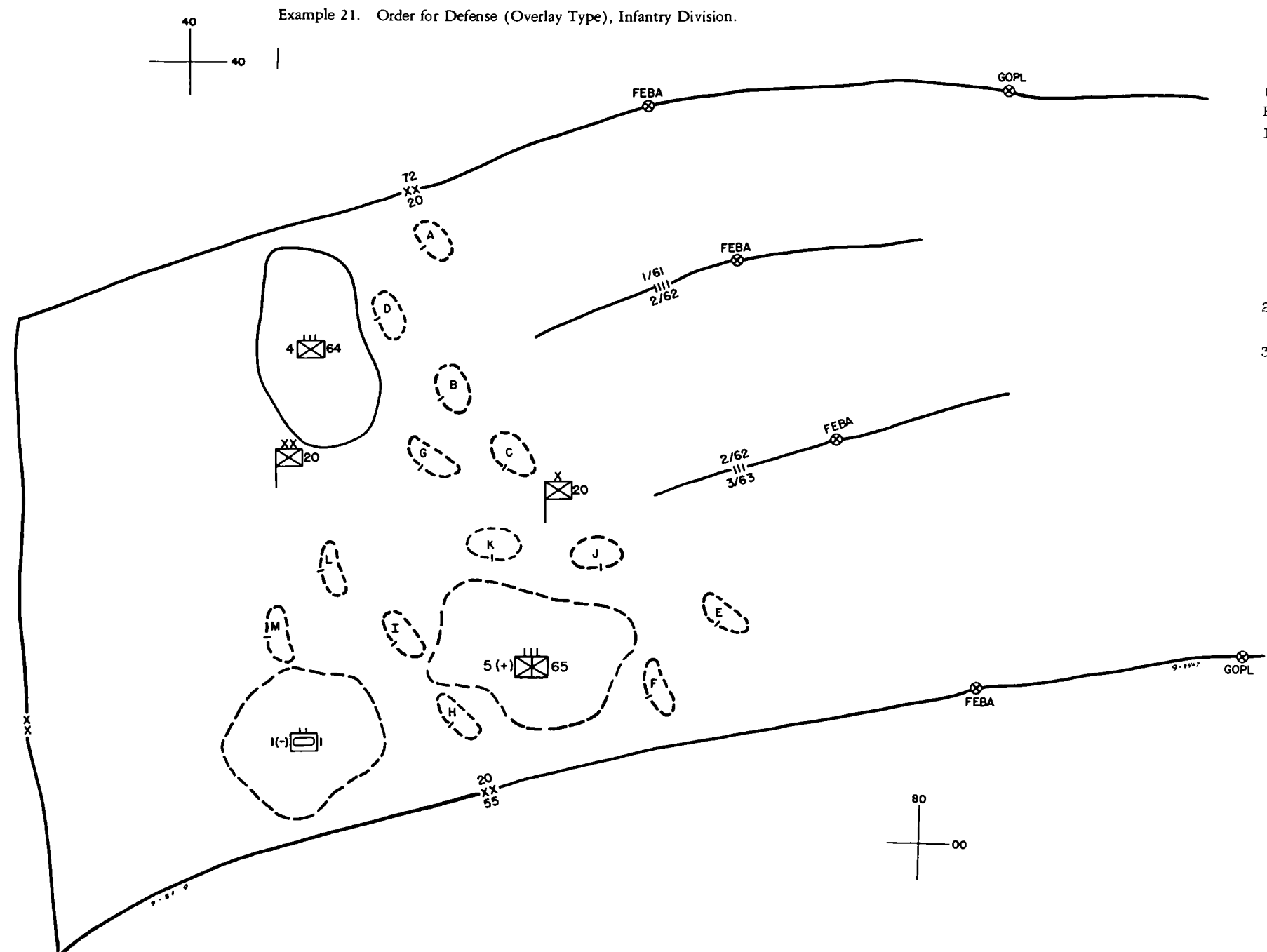
(Classification)

(Classification)

OPORD 24
References: Maps, POLAND, 1:100,000, Sheets CZESTOCHOWA, ZAWIERCIE,¹ MIECHOW, and KIELCE.
Task organization:
55th Inf Div Bde TF TF 1/23
4/74 Inf (- Co A) 1/23 Cav
5/75 Inf (- Co A) A4/74 Inf
2/241 Armor A5/75 Inf
B (AC)/55 Trans Bn 1/2 Armor (- Co A, B, and C)
C (AC)/55 Trans Bn 2d How Bn (105 mm) (SF), 601st Arty
1/71 Inf C/55 Engr Bn
1/71 Inf Div Arty
A1/2 Armor 4th Bn Gp (SF), 47th Arty
3/73 Inf 4/47 Arty (SF)
3/73 Inf 5/47 Arty (SF)
C1/2 Armor 1/47 Arty
2/72 Inf 2/47 Arty
2/72 Inf 3/47 Arty
B1/2 Armor 1/48 Arty
1. SITUATION
a. Enemy forces. Annex A, Intelligence.
b. Friendly forces.
(1) 1st Corps atk early 8 Aug to seize crossings over FILICA River by darkness 8 Aug.
72d Inf Div on north makes main atk; prep to cont atk east on order.
(2) 201st Arm Cav protects north flank.
(3) 3d Mst Bn (REDSTONE), 301st Arty: GS 30th Army; reinf 1st Corps.
c. Attachments and detachments. Task org, eff 07 Aug 19 526th MI Det and 3d Plat, 5416 CA Co, remain atch.
2. MISSION
Div atk 080300 Aug; blocks Aggressor escape routes to the east along line SZCZĘKOCINY--MIECHOW in zone; links up with elements 72d Inf div; prep to assist passage elements 20th Inf Div in zone thence corps res vic MIECHOW; prep to follow and support 20th Inf Div on order.
3. EXECUTION
a. Concept of operation. Main atk consisting of 2/72 Inf (Reinf) supported by one 10-KT wpm followed by 3/73 Inf (Reinf) atk in direction HUTKI-KLANKY (CA9385)--HILL 494 (DA0186)--KAPIOLKI (DA0988) seize objective 1 and prep to seize objective 2 on order. 1/71 Inf makes secondary atk in zone to block Aggressor movements from the north. 55th Inf Div Bde TF initially in res prep for rapid commitment in WOLBROM Valley to seize objectives 1 and 2. One 20-KT wpm is in res.
The main atk should force the commitment of Aggressor res prior to reaching KAPIOLKI thereby permitting 55th Inf Div Bde TF to atk through TF 1/23 to seize objectives 1 and 2 rapidly. Should Aggressor occupy and defend high ground at objective 1 and/or 2, or both, the task force will be supported by the 20-KT wpm and will be prep for commitment against these forces.
Upon seizure objective 1, axis of advance 1 will be used if objective 2 is defended; axis of advance 2 will be used if objective 2 is not defended to cut escape routes from south through MIECHOW. The nuclear and artillery preparation will begin at H-5 minutes. Annex B, Fire Support Plan.
b. 1/71 Inf:
(1) Upon seizure objective 3, block Aggressor movement from north.
(2) Div res on order.
c. 2/72 Inf: prep to assist passage of 55th Inf Div Bde TF to seize objective 2.
d. 3/73 Inf:
(1) Initially follow and support 2/72 Inf.
(2) Prep for commitment in zone of 2/72 Inf on order.
(3) Prep to assist passage of 55th Inf Div Bde TF to seize objective 2.
e. TF 1/23

Copy Nr 6
55th Inf Div
ZAWIERCIE (CA7489), POLAND
07 Aug 19
OT 247

- (1) Screen WOLBROM Valley.
(2) Develop Aggressor situation vic Hill 425 (DA05130)
(3) Prep to assist passage 55th Inf Div Bde TF.
(4) Protect div south flank.
f. Div arty:
(1) 4th Bn Gp (SF), 47th Arty: GS reinf 2/47 Arty, prep to spt 55th Inf Div Bde TF upon commitment.
(2) 1/47 Arty: DS 1/71 Inf, GS on relief 1/71 Inf.
(3) 2/47 Arty: DS 2/72 Inf, prep to reinf 3/47 Arty upon commitment 3/73 Inf.
(4) 3/47 Arty: reinf 2/47 Arty, prep to DS 3/73 Inf upon commitment 3/73 Inf.
(5) 1/48 Arty: GS.
(6) Annex B, Fire Support Plan.
g. 55th Engr Bn:
(1) Atch Co D and E to 55th Inf Div Bde TF upon commitment.
(2) Support 1/71 Inf and 2/72 Inf with one co each.
h. Div res:
(1) 55th Inf Div Bde TF:
(a) Prep for attachment of Co D and E, 55th Engr Bn.
(b) Prep to pass through TF 1/23, to seize objectives 1 and 2.
(c) Link up with elements 72d Inf Div vic Hill 326 (DA3397) after seizure of objective 2.
(d) On seizure of objective 2, prep to assist passage of element 20th Inf Div in zone.
(2) 1/72 Inf on order.
i. Coordinating instructions.
(1) Annex C, Road Movement Table.
(2) Reorganize to conform to TF org eff upon rec of this order.
4. ADMINISTRATION AND LOGISTICS
ADMINO 20.
5. COMMAND AND SIGNAL
a. Annex D, Signal. SOI, Index I-4. Listening silence until H-5 minutes.
b. Command. Div tactical CF: follow 3/73 Inf.
Acknowledge.
LONG
Maj Gen
Annexes: A--Intelligence (omitted)
B--Fire Support Plan (omitted)
C--Road Movement Table (omitted)
D--Signal (omitted)
Distribution: A
OFFICIAL:
/s/ Keegan
KEEGAN
G3



OPORD 13
Reference: Map, POLAND, M39, 1:100,000, MIECHOW.

1. SITUATION
 - a. Enemy forces. Annex A, Intelligence.
 - (1) 1st Corps defends line inclusive KUCZKOW (5263)--PSARY (4821)--SULIKOW (4984).
 - (2) Corps covering force composed of 201st Armd Cav in position along line MZUROW (6769)--BOGDA (6319)--ZAGONY (6484).
 - (3) 601st Arty reinf 20th Div Arty.
 - c. Attachments and detachments. 525th MI Det and 2d Plat, 5416 CA Co, remain atch.
2. MISSION
Div defends X River between inclusive PSARY (3907) and TURZYN (5106).
3. EXECUTION
 - a. Concept of operation. Forward battle groups will occupy positions which permit a strong defense of the river initially but will withdraw to prepared positions on dominating terrain if forced to do so by major enemy crossings. Div res will be prepared to contain or reduce enemy penetrations. Approximately half the available nuclear weapons will be reserved for use against enemy penetrations. Priority of arty fires and air support to 1/61 Inf initially, to res upon commitment.
 - b. 1/61 Inf:
Attached: A1/1 Armor
 - c. 2/62 Inf:
Attached: B1/1 Armor
 - d. 3/63 Inf:
Attached: C1/1 Armor
 - e. 5/65 Inf:
Attached: E1/1 Armor
1/21 Cav
B-C/20 Trans Bn
E/20 Engr Bn
Organize GOPL; reconnoiter between GOPL and corps covering force; withdraw on divO; attachments cease on passage FEBA; thence div res.
 - f. 1/1 Armor:
 - (1) Co A attached 1/61 Inf.
 - (2) Co B attached 2/62 Inf.
 - (3) Co C attached 3/63 Inf.
 - (4) Co E attached 5/65 Inf reverts to bn control when relieved from GOPL mission.
 - (5) Bn (-): attached to 20th Inf Div Bde.
 - g. 1/21 Cav: attached 5/65 Inf while on GOPL, detached on passage FEBA; thereafter counter-infiltration, antiguerrilla, antiairborne defense in div rear area.

(Classification)

Copy Nr 2
20th Inf Div
WISLICA (4413), POLAND
152000 May 19____
GV 37

- h. Div arty:
 - (1) 1/45 Arty: DS 1/61 Inf.
 - (2) 2/45 Arty: DS 2/62 Inf.
 - (3) 3/45 Arty: DS 3/63 Inf.
 - (4) 4/45 Arty (SP): GS reinf 1/45 Arty, prep to form 4th Bn Gp (SP), 45th Arty, spt res when committed.
 - (5) 5/45 Arty (SP): DS 5/65 Inf, GS upon withdrawal 5/65 Inf behind FEBA, prep for atch to 4th Bn Gp (SP), 45th Arty.
 - (6) 1/46 Arty: GS.
 - (7) Priority of fires to 1/61 Inf initially, to res when committed.
 - (8) Annex B, Fire Spt Plan.
- i. 20th Engr Bn: Co E attached to 5/65 Inf, reverts to bn control when relieved from GOPL mission.
- j. Div res:
20th Inf Div Bde
Attached: 4/64 Inf
5/65 Inf on relief from GOPL mission.
1/1 Armor (-)
B-C/20th Trans Bn on relief from GOPL mission.
Prepare in priority blocking positions A--M.
- k. Coordinating instructions.
 - (1) Warning friendly nuclear strikes through div warning net.
 - (2) Annex C, Barrier Plan.
4. ADMINISTRATION AND LOGISTICS
ADMINO 10.
5. COMMAND AND SIGNAL
Annex D, Signal. SOI, Index 1-3.
Acknowledge.

FOX
Maj Gen

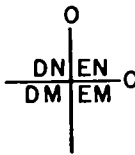
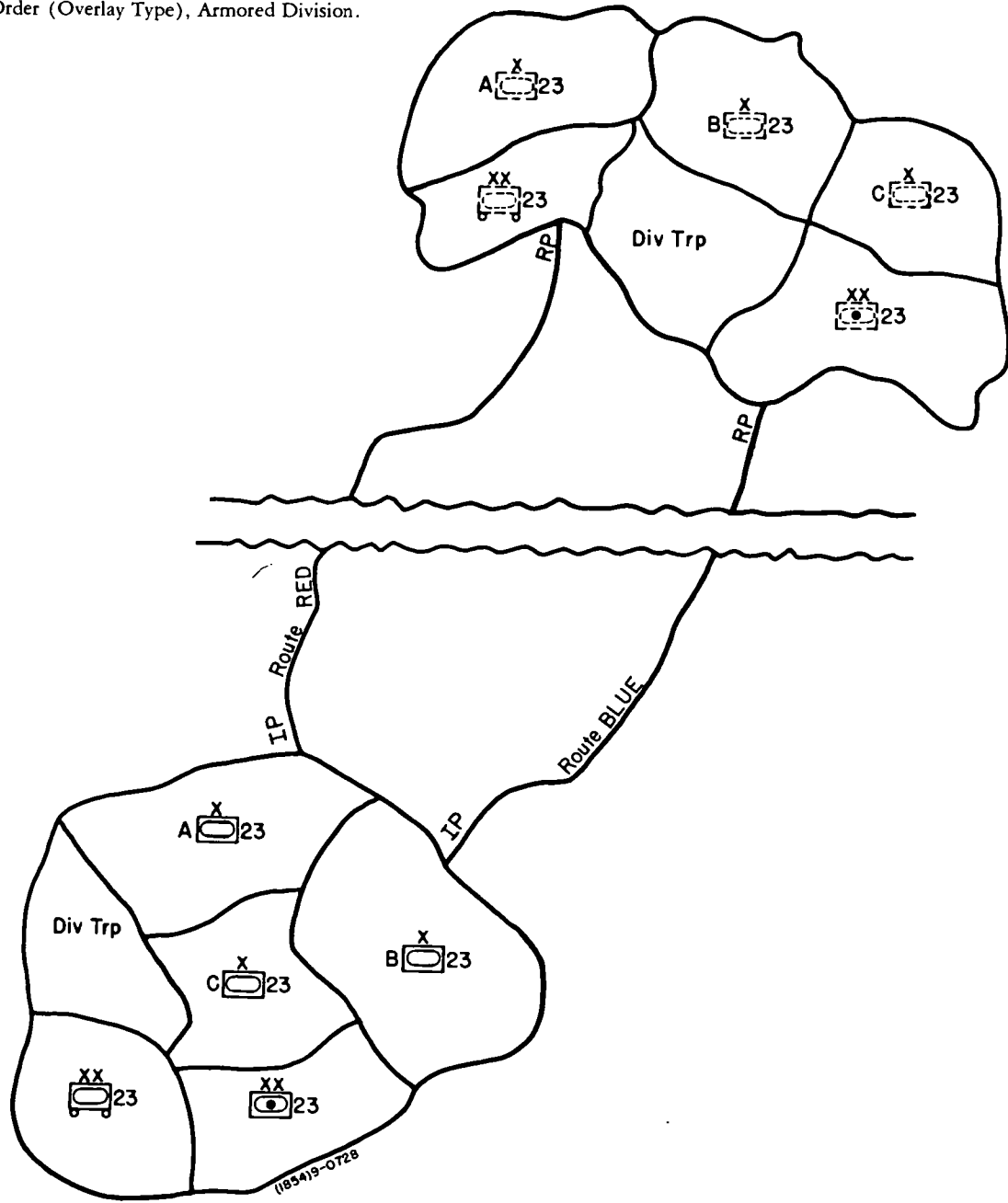
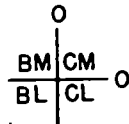
Annexes: A--Intelligence (omitted)
B--Fire Spt Plan (omitted)
C--Barrier Plan (omitted)
D--Signal (omitted)

Distribution: A
201st Armd Cav
601st Arty

OFFICIAL:
/s/ Lyon
LYON
G3

(Classification)

Example 22. Road Movement Order (Overlay Type), Armored Division.



(Classification)

Copy Nr 5
23d Arm'd Div
LE DORAT (CM 351512), FRANCE
011030 Jul 19__
XP 313

OPORD 9
Reference: Map, FRANCE, 1:250,000, TOURS--POITIERS.
Task org:

CCA	CCB
HQ & HQ Co, CCA	HQ & HQ Co, CCB
1/11 Armor	1/13 Armor
1/14 Armor	1/92 Inf
1/91 Inf	1/94 Inf
CCB	Div Arty
HQ & HQ Co, CCC	HQ & HQ Btry, 23d Arm'd Div Arty
1/12 Armor	1/50 Arty
1/93 Inf	1/51 Arty
Div Trp	1/52 Arty
HQ & HQ Co, 23d Arm'd Div	1/53 Arty
1/22 Cav	Div Tn
23d Sig Bn	HQ, 23d Arm'd Div Tn
23d Engr Bn	23d Med Bn
23d Avn Co	23d Ord Bn
23d MP Co	23d QM Bn
	23d Admin Co
	528th MI Det (remains atch)
	5/5416 CA Co (remains atch)

1. SITUATION

- Enemy forces. Annex A, Intelligence.
- Friendly forces. 1st Corps attacks 3 Jul.
- Attachments and detachments. Task org.

2. MISSION. Div marches 012030 Jul in two columns to ST AUBIN as 1st Corps reserve.

3. EXECUTION

- Concept of operation. Div will move on two routes from army rcs to 1st Corps res in accordance with Annex B, Road Movement Table.
- CCA: move on Route RED.
- CCB: move on Route BLUE.
- CCC: follow CCB.
- 1/22 Cav: move 011900 Jul over Route RED and Route BLUE, post guide, and secure div bivouac area by 020200 Jul.
- Div arty: follow CCC.
- Div trp: follow CCA.
- Div tn: follow div trp.
- Coordinating instructions: Advance party moves out with 1/22 Cav.

(Classification)

(Classification)

4. ADMINISTRATION AND LOGISTICS
ADMINO 10.

5. COMMAND AND SIGNAL

- Annex C, Signal. SOI, Index 2-3. Continued listening silence.
- Div CP. Head of div tp during march.

Acknowledge.

ANDERSON
Maj Gen

Annexes: A--Intelligence (omitted)
B--Road Movement Table (omitted)
C--Signal

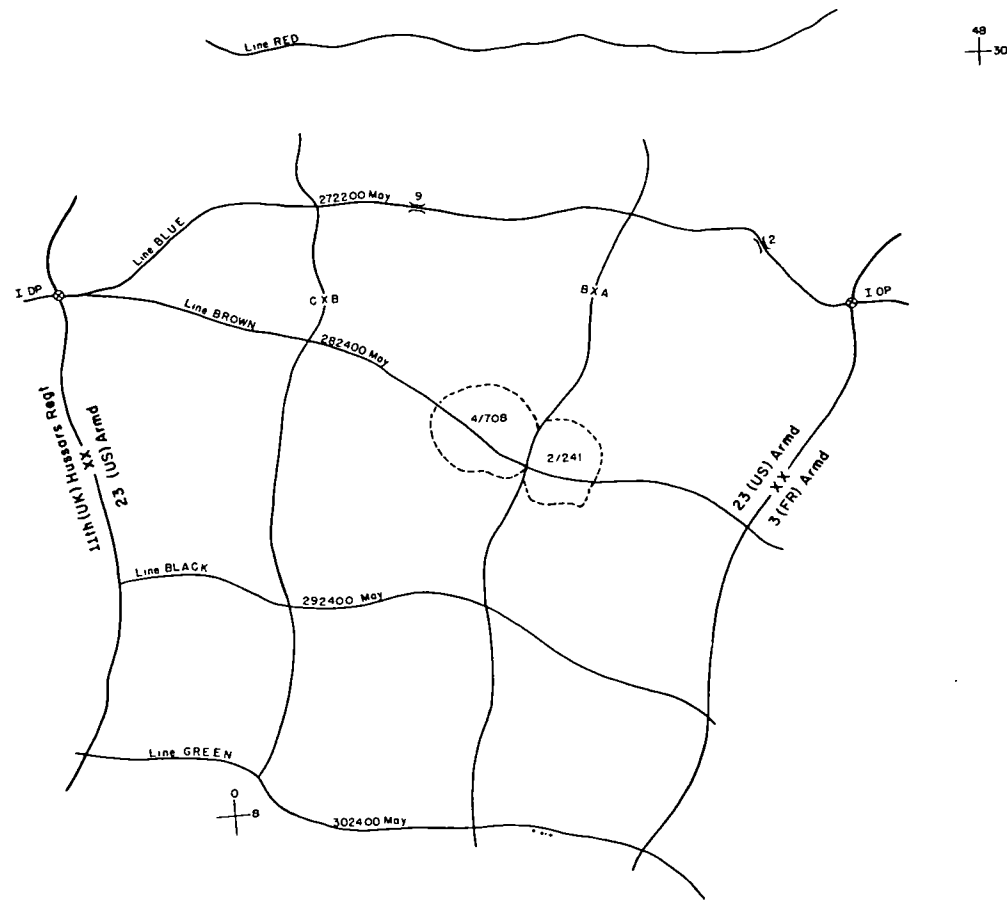
Distribution: A

OFFICIAL:

/s/ Yates
YATES
G3

(Classification)

Example 28. Order for Defense (Delaying Action) (Overlay Type), Armored Division.



(Classification)

Copy Nr 4
23d Arm Div
DEMANTE (4D1723), AFRICA
261815 May 19__
JX 19

OPORD 1
Reference: Map, AFRICA, 1:250,000, GOULMINA.
Task org:

CCA	CCB
HQ & HQ Co, CCA	HQ & HQ Co, CCB
1/11 Armor	1/12 Armor
1/91 Inf	1/13 Armor
1/94 Inf	1/92 Inf
1/50 Arty	1/22 Cav
5th How Bn (A-in) (SP), 675th Arty	1/51 Arty
A and C/436 Arty	1/53 Arty (-Btry B)
A/23 Engr Bn	2d A/B Bn (SP), 436th Arty (-)
1B/23 Engr Bn	B and D/23 Engr Bn
A/580 Engr Bn	2E/23 Engr Bn
1A and 1B/23 Med Bn	2A and 2B/23 Med Bn
A/23 Ord Bn	B/23 Drd Bn
1B/23 Sig Bn (Spt)	2B/23 Sig Bn (Spt)
Flt A/23 Avn Co (Spt)	Flt B/23 Avn Co (Spt)
CCC	TF 4/708
HQ & HQ Co, CCC	4th BC, 709th Inf
1/14 Armor	A-B/441 Trans Bn
1/93 Inf	2d Med Tk Bn (Patton), 241st Armor
1/52 Arty	Det, 23d Sig Bn (Spt)
7th How Bn (B-in) (SP), 672d Arty	Div Trp
D/437 Arty	HQ & HQ Co, 23d Arm Div
C/23 Engr Bn	Div Arty
2E/23 Engr Bn	HQ & HQ Btry, 23d Arm Div Arty
1A and 1B/23 Med Bn	5th Msl Bn (LACROSSE) (SP), 152d Arty
C/23 Drd Bn	34 Msl Bn (SP), 437th Arty (-)
1B/23 Sig Bn (Spt)	23d Engr Bn (-)
Flt C/23 Avn Co (Spt)	580th Engr Bn (Army) (-)
Div Tn	23d Sig Bn
HQ Det, 23d Arm Div Tn	Det/751 Sig Bn (Army)
23d Med Bn (-)	23d Avn Co
6294th Med Evac Co (Amb)	23d MP Co
23d QM Bn	528th MI Det (remains atch)
C/437 Arty	5/5414 CA Co (remains atch)
422d Trans Trk Bn	
23d Admin Co	
...	

1. SITUATION

a. Enemy forces. Annex A, Intelligence.

b. Friendly forces.

(1) 20th Army protects retirement of Allied forces; on order withdraws through designated embarkation areas.

(2) 1st Corps holds enemy northeast of line RED until 261800 May 19__, then withdraws through 23d Arm Div on line BLUE and establishes defense on line GREEN.

c. Attachments and detachments.

(1) Task org.

(2) 2nd Div units will join 23d Arm Div prior to 252400 May 19__.

2. MISSION

Div, as part of covering force for 20th Army, defends line BLUE in zone until 272200 May withdraws to the southwest, relieving maximum delay and holding enemy to the northeast of line BLUE until 272200 May.

3. EXECUTION

a. Concept of operation.

(1) 2nd Div. Div initially defends in zone with CCB, CCC, CCA, 1st Corps and TF 4/708 in reserve. Any forces north of the IOP will be under direct command control. Div holds enemy northeast of line BLUE until 272200 May; then, executing maximum continuous delay withdraws holding enemy northeast of line BROWN until 272200 May 19__, passing through 1st Corps elements of line RED.

(Classification)

(2) Fires. Nuclear weapons will be employed by div and combat commands on targets of opportunity to effect maximum destruction of advancing enemy. Surface bursts will be used only after div approval. Annex B, Fire Support Plan. Priority of air and arty will be to CCA and CCB initially.

b. CCA:

c. CCB: hold one TF in reserve, not to be committed without div approval. Report location without delay.

d. CCC: maintain contact with 11th (UK) Hussars Regt.

e. Div arty:

(1) FA: 5/152 Arty: GS.

(2) ACA: 3/437 Arty (-): protect div res, div trp.

(3) Annex B, Fire Support Plan.

f. 23d Engr Bn (-): support preparation of barriers in priority lines BLUE and GREEN. Annex C, Barrier Plan.

g. Div tn: coordinate antiguerrilla defense of div rear. Annex D, Rear Area Security Plan.

h. Div res:

(1) TF 4/708:

(a) Prepare to counterattack of reinforce forward defensive area in zones of CCA and/or CCB on div order.

(b) Prepare to counter enemy guerrilla or airborne attacks in div zone. Annex D, Rear Area Security Plan.

i. Coordinating instructions.

(1) Recognition signals for friendly units withdrawing through line BLUE.

(a) Orange smoke signal.

(b) One-half of orange panel on surface of vehicle facing toward line BLUE.

(2) Report withdraws through line BLUE by friendly units of battalion size and larger, giving unit designation and strength in personnel and vehicles.

(3) Annex E, Road Movement Plan.

4. ADMINISTRATION AND LOGISTICS

ADMINO 4.

5. COMMAND AND SIGNAL

Annex F, Signal. Index 2-4, SOL. All radio nets controlled for minimum essential transmission.

Acknowledge.

HDWARD
Maj Gen

Annexes: A--Intelligence (omitted)
B--Fire Support Plan (omitted)
C--Barrier Plan (omitted)
D--Rear Area Security Plan (omitted)
E--Road Movement Table (omitted)
F--Signal (omitted)

Distribution: A
3d (FR) Arm Div
11th (UK) Hussars Regt

OFFICIAL:
/a/ Raymond
RAYMOND
33

(No change from oral order except para 2a(2(c).)

Copy Nr 3
20th Inf Div
DEH NAU (1421), IRAN
131800 Oct 19____
AL 6

ADMINO 5

Reference: Map, IRAN, 1:100,000, ISFAHAN.

1. GENERAL

This order provides for administrative support for the 20th Inf Div in op vic ISFAHAN. Div DLCC coord administrative support op. Div administrative installations remain in loc; displace on order. Annex A, Traffic Circulation.

2. MATERIEL AND SERVICES

a. Supply.

- (1) C1 III. Army Sup Pt 621, TALK HUNEH (1110).
- (2) C1 V.
- (a) ASP 936, and SASP 951, SUDEH (1412).
- (b) Aval sup rates.
1. 14-15 Oct:
- 105-mm how WP--80.
- 155-mm how HE--50.
- Other types no restriction.
2. 16-20 Oct:
- 105-mm how SP--90.
- 8-in how HE--40.
- All other types no restrictions.
- (c) Prescribed nuclear load.
- | | |
|-----------------------|---|
| 8-in how/BRAVO 1 KT | 4 |
| 8-in how/CHARLIE 2 KT | 3 |
| HJ/DELTA 5 KT | 2 |
| HJ/ECHO 10 KT | 3 |

b. Services.

- (1) Engr. Priority of route maintenance to MSR.
- (2) QM. Bath schedule to be announced.

3. MEDICAL EVACUATION AND HOSPITALIZATION

Hel evac fwd units available on call DLCC.

4. PERSONNEL

a. Prisoners of war. Band be prepared to furnish to PM on call not to exceed 12 men for use in controlling POWs.

b. Civilian personnel. Employment of civilians on authority this HQ only.

5. CIVIL AFFAIRS

Annex B, Civil Affairs.

6. MISCELLANEOUS

- a. Protection. 4th BG, 64th Inf, furnishes protection 20th Med Bn, clr sta, and MSR.
- b. Army light line is div rear bdry.

Acknowledge.

WISE
Maj Gen

Annexes: A--Traffic Circulation (omitted)
B--Civil Affairs (omitted)

Distribution: A
2d Corps
55th Inf Div

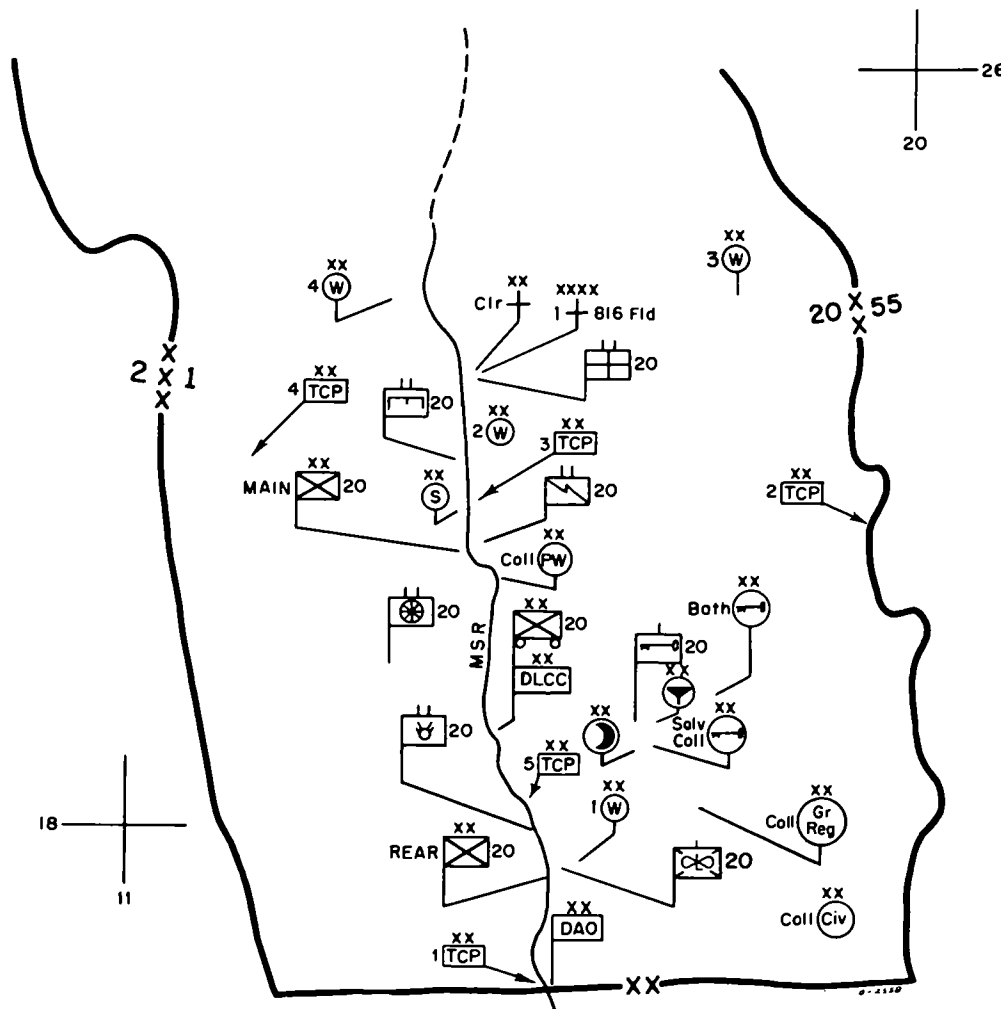
OFFICIAL:

/s/ Miller

MILLER
G4

1

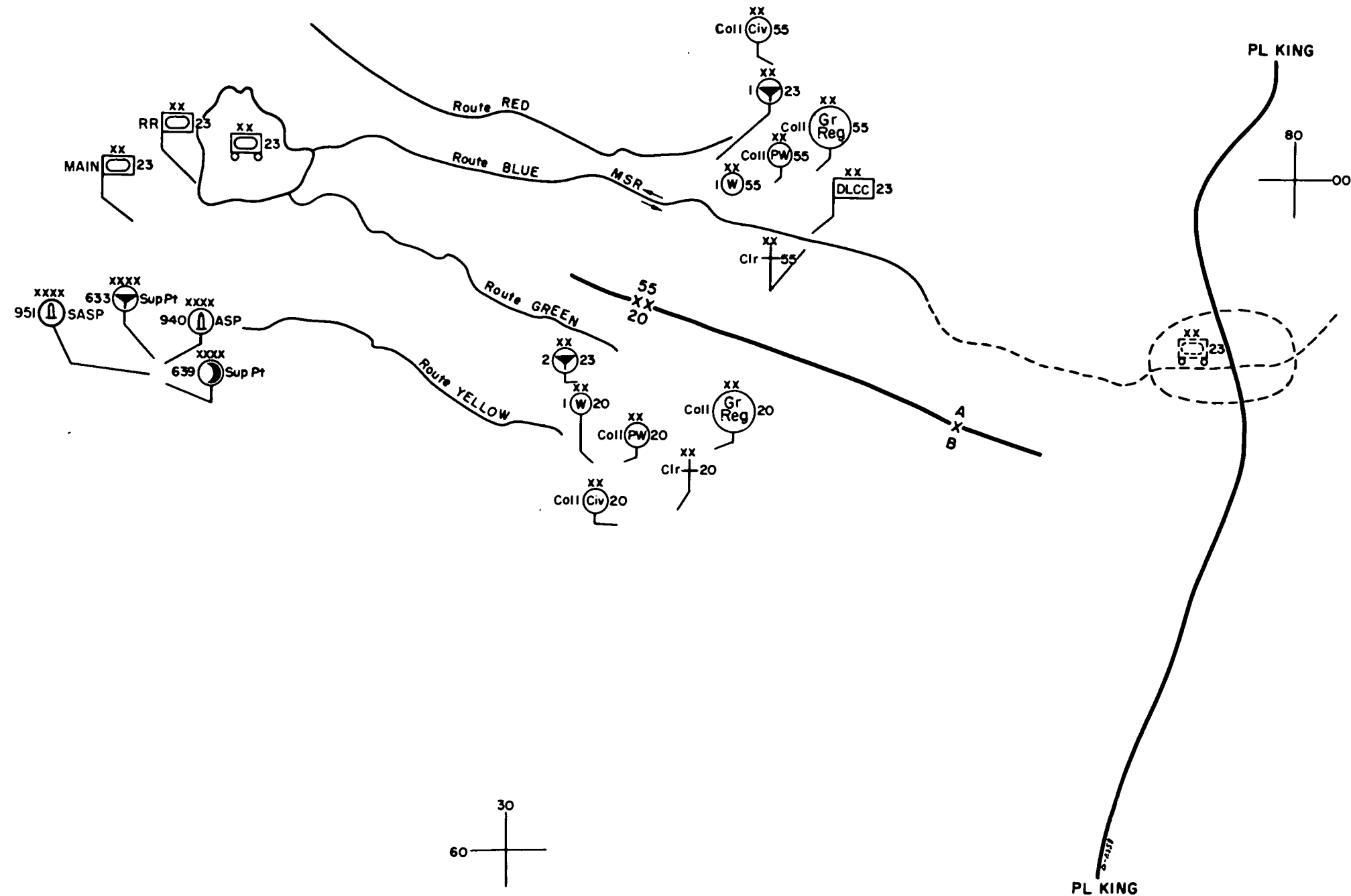
Example 36. Administrative Order (Overlay Type), Infantry Division.



(Classification)

(Classification)

Example 37. Administrative Order (Overlay Type), Armored Division.



(Classification)

(No change from oral orders.)

Copy Nr 5
23d Armd Div
BOGEMKA (CP0700), CRIMEA
170200 Aug 19
BX 204

ADMINO 26

Reference: Map, CRIMEA, 1:100,000, DZHANKOI.

1. GENERAL

- This order prescribes administrative support for the operations of the 23d Armd Div in seizing crossings over the SALGIR River.
- Administrative support operations will be in two phases:
 - Phase I. Support passage of lines through 55th and 20th Inf Div and initial attack until leading CC across PL KING.
 - Phase II. Support exploitation to seize crossings over SALGIR River.
- Annex A, Traffic Circulation.

2. MATERIEL AND SERVICES

- Supply.
 - CI I.
 - Unit distribution except as modified by DLCC.
 - Schedule for distribution (not applicable when unit distribution is made):

CCA--2030	Div arty--2315
CCB--2130	Div trp--2330
CCC--2230	Div tn--0030
 - CI II and IV. Emergency issue only during operation.
 - CI III.
 - Phase I--all unit tn refuel on movement to LD from div DP 1 and 2.
 - All tanks carry 10 gal OE 50 oil.
 - CI V.
 - Aval sup rates for the period 18-20 Aug:
 - 105-mm how HE--50.
 - 90-mm HE--25.
 - Prescribed nuclear load:
 - 8-in how/CHARLIE 2 KT-- 3
 - HJ/FOXTROT 20 KT-- - - - 2
 - HJ/GOLF 50 KT-- - - - - 1
 - Water. Units will utilize WSPs of 55th and 20th Inf Div initially.
 - Annex B, Aerial Resupply.
- Service. Div tn move on order.

3. MEDICAL EVACUATION AND HOSPITALIZATION

- Phase I--evac to 55th and 20th Inf Div clearing stations.
- Hel evac casualties aval on call to DLCC.

4. PERSONNEL

- POW.
 - Phase I--evac to 55th and 20th Inf Div units and POW coll pts.
 - Phase II--evac to div POW coll pts established in rear of each leading CC or to 20th Inf Div units following and supporting 23d Armd Div.
- Graves registration.
 - Phase I--units utilize graves registration facilities of 55th and 20th Inf Div.
 - Phase II--spt each committed CC with one graves registration sec.

5. CIVIL AFFAIRS

Annex C, Civil Affairs.

6. MISCELLANEOUS

- This order effective for planning on receipt and for execution at 180100.
- Light line is railroad NV853015--NV856803--NV850600.

Acknowledge.

BLACK
Maj Gen

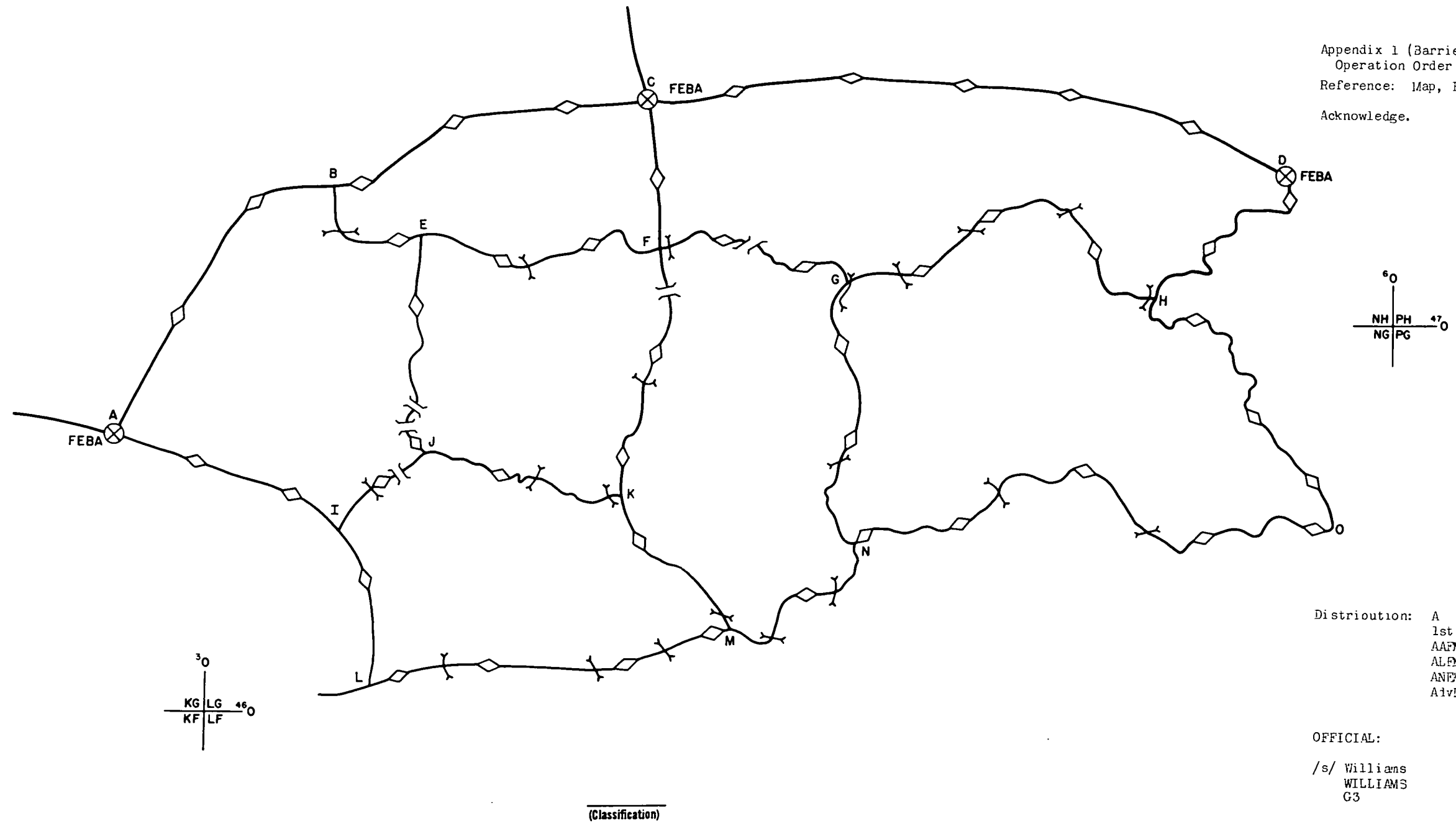
Annexes: A--Traffic Circulation (omitted)
B--Aerial Resupply (omitted)
C--Civil Affairs (omitted)

Distribution: A
20th Inf Div
55th Inf Div

OFFICIAL:

/s/ Curly
CURLY
G4

Appendix 1 (Barrier Plan Location Concept) to Annex E (Barrier Plan to Operation Order 2). (Classification)



Copy Nr 2
1st (Allied) Army
CORLE (41°09'N, 27°48'E), TURKEY
040900 June 19__
CY 322

Appendix 1 (Barrier Plan Location Concept) to Annex E (Barrier Plan) to
Operation Order 2
Reference: Map, EUROPE, 1:500,000, SOFIYA--ISTANBUL.
Acknowledge.

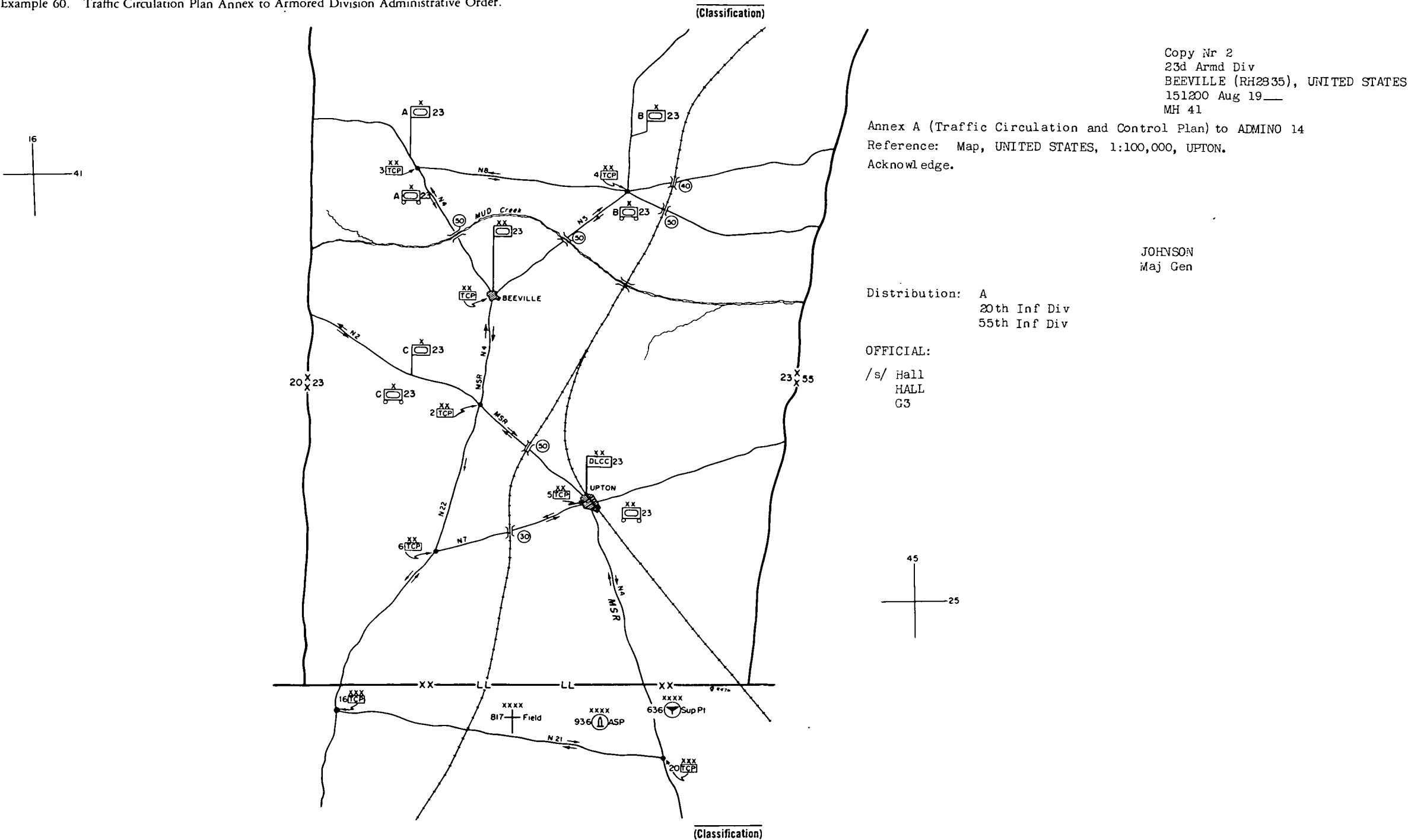
HAMMUS
Lt Gen

Distribution: A
1st (GR) Army
AAFM
ALFME
ANFME
AivLogComd

OFFICIAL:

/s/ Williams
WILLIAMS
G3

Example 60. Traffic Circulation Plan Annex to Armored Division Administrative Order.



(Classification)

Example 68. Personnel Daily Summary, Infantry Division.

Personnel Daily Summary Nr 93 as of 1800, 4 Nov 19__
(Date) HEADQUARTERS 20th Inf Div

Unit	Strength		Daily losses							Cumulative losses from 3 Jun							Gains	Prisoners of war				Remarks		
	Assigned	Authorized	Casualties					Nonbattle	Administrative	Casualties					Nonbattle	Administrative		Days in combat	Replacements Returned to duty	Captured	Evacuated		On hand	Total taken
			Killed	Wounded	Missing	Captured	Total			Killed	Wounded	Missing	Captured	Total										
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	(s)	(t)	(u)	(v)	(w)	(x)	(y)
Div 11Q & HQ Co	280	294	0	2	0	0	2	1	2	3	10	1	0	14	18	27		0	1	0	0	0	0	
1st BG, 61st Inf	1,301	1,356	14	34	4	1	53	1	1	155	450	47	29	681	120	163	89	18	4	8	8	0	874	
2d BG, 62d Inf	1,299	1,356	1	3	0	0	4	5	3	189	471	54	24	738	174	152	87	31	8	0	0	0	925	
3d BG, 63d Inf	1,280	1,356	19	43	3	0	65	1	3	142	475	59	24	700	151	172	87	0	6	11	11	0	987	
4th BG, 64th Inf	1,307	1,356	0	1	0	0	1	3	2	187	482	87	27	783	139	139	88	16	5	0	0	0	976	
5th BG, 65th Inf	1,304	1,356	16	29	1	2	48	2	1	151	491	41	13	696	134	129	85	25	6	13	13	0	782	
1st Med Tk Bn, 1st Armor	650	766	2	10	0	0	12	1	1	78	143	11	3	235	44	56	72	0	4	0	0	0	143	
HQ & HQ Btry, 20th Div Arty	187	206	0	0	0	0	0	1	1	4	12	0	0	16	14	7		0	1	0	0	0	0	
1st 11ow Bn, 45th Arty	321	337	1	2	0	0	3	0	1	20	41	3	2	66	22	31		0	2	2	2	0	6	
2d 11ow Bn, 45th Arty	326	337	1	3	0	0	4	0	0	16	34	1	1	52	20	34		2	0	0	0	0	7	
3d How Bn, 45th Arty	330	337	0	0	0	0	0	2	1	15	28	2	0	45	16	28		0	2	0	0	0	2	
4th 11ow Bn (SP), 45th Arty	291	317	1	2	0	0	3	1	0	18	37	4	2	61	18	25		1	1	0	0	0	9	
5th 11ow Bn (SP), 45th Arty	299	317	0	3	0	0	3	1	1	25	52	3	3	83	15	22		4	0	0	0	0	5	
1st Rkt How Bn (HJ, 8-in), 46th Arty	300	309	0	3	0	0	3	1	1	5	20	0	1	26	20	19		0	0	0	0	0	7	
1st Recon Sq, 21st Cav	593	611	4	9	4	0	17	3	4	42	83	18	17	160	27	23	88	10	5	7	7	0	208	
20th Avn Co	254	257	0	0	0	0	0	0	0	0	3	0	0	3	0	0	89	0	0	0	0	0	0	
20th Engr Bn	775	785	0	2	0	0	2	1	2	15	44	2	1	62	24	25		14	4	0	0	0	17	
20th Sig Bn	501	534	0	1	0	0	1	0	2	10	28	1	2	41	20	15		3	2	0	0	0	4	
Trains¹	1,460	1,561	1	7	0	0	8	5	1	26	105	8	4	143	10	40		3	1	0	0	0	2	
Total — div	13,058	13,748	60	159	12	3	229	29	27	1,101	3,009	396	153	4,605	986	1,107	89	127	50	41	41	0	4,949	
Replacement stockage	0																							
2d AW Bn (SP), 436th Arty	643	673	0	0	0	0	0	2	0	4	12	0	0	16	11	39		0	1	0	0	0	0	
2d Med Tk Bn, 241st Armor	676	719	0	4	0	0	4	1	0	17	54	9	0	80	22	55	38	0	3	0	0	0	43	

¹ Includes HQ & HQ det, div tn and div band; QM co; med bn; ord bn; admin co; and trans bn.

Explanation of individual columns:

- (a) Unit includes all assigned and attached units.
(b and c) Strength.
(b) Assigned Includes in one total, officers, Army nurses, warrant officers, and enlisted men actually assigned. Assigned strength for a particular 24-hour period, is arrived at in the following manner:
(1) From the assigned strength figure of the previous personnel daily summary report, subtract the total casualties, nonbattle and administrative losses suffered by the unit for the current 24-hour period (columns (h) + (i) + (j)).
(2) To the remainder arrived at by (1) above, add the total gains (columns (s) + (t)) for the current 24-hour period.
(3) The result represents the current assigned strength of the unit.
(c) Authorized is unit tables of organization strength.
(d to j) Daily losses are losses incurred during the 24-hour period. See definitions.
(k to q) Cumulative losses. All figures in columns under this heading will be cumulative from the date the operation commenced as specified by the field armies concerned. The cumulative losses are arrived at by adding the daily losses to the cumulative losses shown on the previous day's daily summary.

- Cumulative figures for killed, missing, and captured will be adjusted whenever any change in the status of such personnel is learned. For example, an individual who has been reported missing and whose body is located on a later date requires the cumulative missing figure be reduced by 1 and the cumulative killed figure be increased by 1. Cumulative wounded and nonbattle losses will not be reduced when personnel reported are returned to duty.
(r) Days in combat. It represents the cumulative number of days a unit has been in frontline combat.
(s and t) Gains represent all increases in strength of the unit during the 24-hour period.
(s) Replacements include all replacements or other gains received, other than those who were previously dropped from the unit.
(t) Returned to duty includes all former members, previously dropped from unit, who are returned during the period.
(u to w) Prisoners of war include those of the enemy captured and those evacuated by the reporting unit during the period, and those on hand as of time of the report.
(z) Total taken represents the total number of prisoners of war captured, cumulative from the date the operation commenced as specified by the field armies concerned.

/s/ Wise
WISE
G1

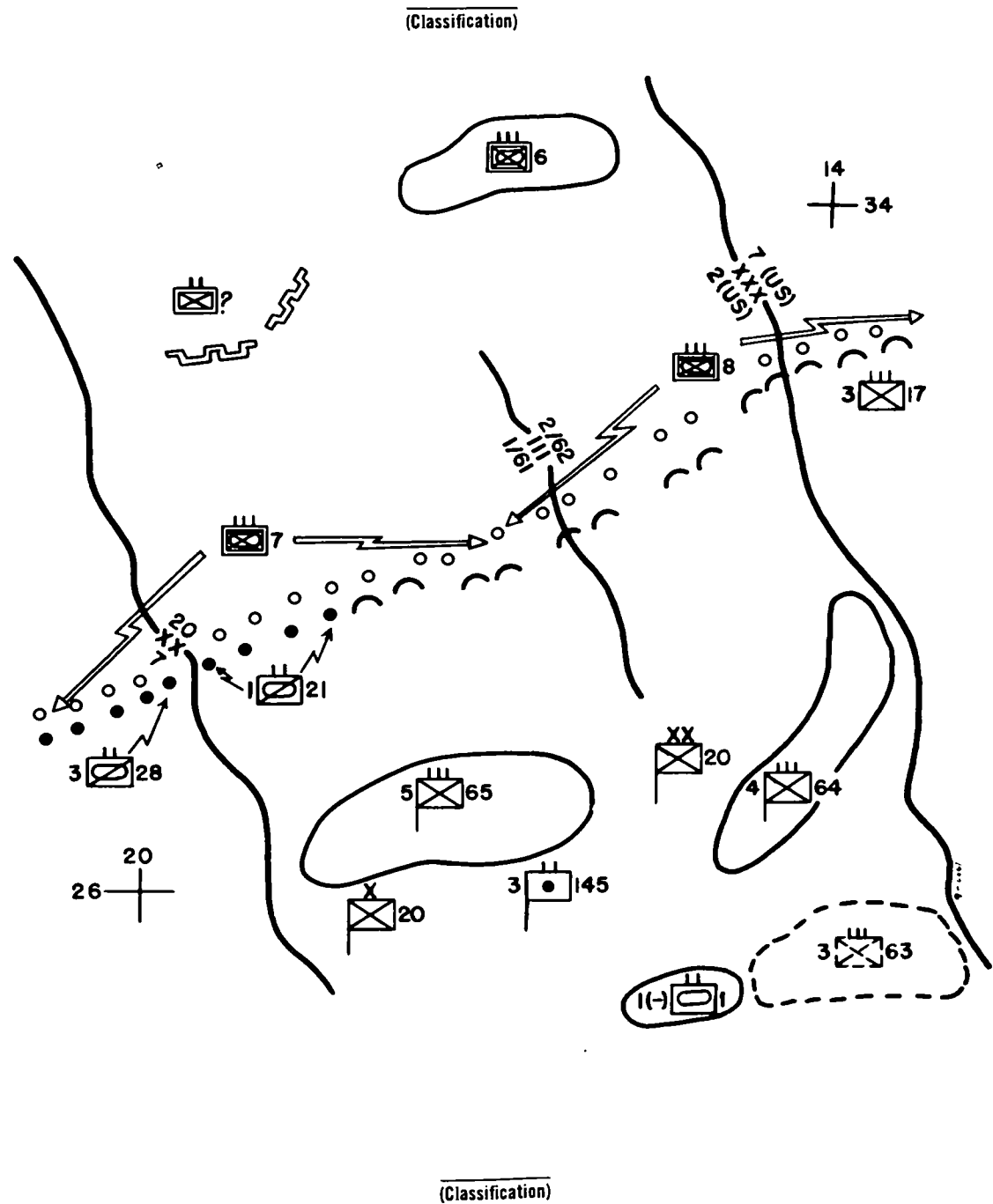
042000 Nov 19__
Time signed

DEFINITIONS

- CASUALTIES: As described in AR 600-55 include:
Killed. Those killed in action; those who die within the unit area as a result of enemy action.
Wounded. Those severely or slightly wounded and hospitalized (i.e., evacuated beyond a medical clearing station). Those wounded not evacuated beyond clearing station will not be reported.
Missing. Those (and only those) unaccounted for at the close of the period covered by report.
Captured. Unit personnel definitely known to have been taken prisoner by the enemy. Where positive information does not exist, individual will be listed as missing.
NONBATTLE LOSSES. All nonbattle dead, missing, and evacuated sick and injured who are not casualties as defined above.
ADMINISTRATIVE LOSSES. All losses not classified as casualties or nonbattle losses are administrative losses. They include discharges, transfers to other units, desertions, absence without leave, penal confinement, and rotational losses.

(Classification)

Example 66. Operational Situation Report (Overlay Type), Infantry Division.



20th Inf Div
VALERIA (3115), ITALY
051600 Aug 19__

Situation Report Nr 38
Period covered: 041600 to 051600 Aug 19__.
Reference: Map, ITALY, 1:50,000, ROSERIA-MICOZZI.

1. ENEMY
 - a. Aggressor shortage of medium artillery continues. Aggressor morale appears fair. Aggressor actions indicate no knowledge of the offensive plans for 2d (US) Corps.
 - b. Aggressor shows no indication of offensive action.
 - c. Aggressor has not employed nuclear weapons during this period.
2. OWN SITUATION
 - a. 3d BG, 63d Inf, closes in assigned assembly area by 052215.
 - b. Patrol actions continue success during hours of darkness. Preparations for the attack on 7 Aug are continuing on schedule.
 - c. No nuclear weapons employed during the period.
3. ADMINISTRATION

Our shortage of wheeled vehicles has caused the diversion of tactical vehicles to assist in the logistical buildup. This situation is expected to continue until substantial replacement vehicles are received.
4. GENERAL

Civilian population generally friendly. Prompt evacuation of refugees is considered essential.

SHORT
Maj Gen

Distribution: A
7th Inf Div
49th Inf Div
3d Msl Bn, 145th Arty

OFFICIAL:
/s/ Butcher
BUTCHER
G3

(Classification)

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page



SIS by Ch I ; June 11, 1965

FM 101-5

Section IV. ASSISTANT CHIEF OF STAFF, G2 (INTELLIGENCE)

3.5. General

a. The assistant chief of staff, G2 (Intelligence) is the principal staff assistant in matters pertaining to the enemy, weather, and terrain. Fundamental considerations governing staff actions of intelligence officers are—

(1) Intelligence must be adequate, accurate, timely, and useful to the command mission.

(2) All units (combat and service) conduct intelligence activities.

(3) Intelligence is coordinated closely with tactical activities.

b. In addition to his staff functions, the G2 has some operational functions pertaining to agencies concerned with counterintelligence and in the production of intelligence.

c. Detailed techniques used by the intelligence officer are covered in FM 30-5 and other field manuals of the 30-series.

3.6. Major Areas of Responsibility

a. *Production of Intelligence.* Direction of the effort for the collection of information, and processing the information into intelligence including technical, electronic and communications intelligence, and which includes recording, evaluation, and interpretation. Specific responsibilities include—

(1) Preparation of plans and orders for the collection of information to include target acquisition and combat surveillance.

(2) Recommendation of essential elements of information (EEI) to the commander.

(3) Supervision and coordination of the information collection activities of the command, including air reconnaissance.

(4) Integration of the information collection effort provided by other army elements and by elements of the other Services with the information collection effort of the command.

(5) Supervision and coordination of weather data collection.

(6) Supervision and coordination of prediction of fallout from enemy employed nuclear weapons and CBR monitoring and survey.

(7) Processing of information into intelligence.

b. *Use of Intelligence and Information.* Dissemination of intelligence and information to

the commander and to all others who need it in time to serve their purpose. Specific responsibilities include—

(1) Estimating the effects of the characteristics of the area of operations on friendly and enemy courses of action.

(2) Estimating enemy capabilities and vulnerabilities, including the course of action the enemy is most likely to adopt.

(3) Preparation of intelligence annexes, reports, summaries, and studies.

(4) Dissemination of information and intelligence in the form that will furnish the greatest assistance. Forms normally used include intelligence estimates, periodic intelligence reports, intelligence annexes, analyses of the area of operations, reports, and studies.

c. *Counter Intelligence.* Direction of the effort devoted to destroying the effectiveness of enemy or potential enemy intelligence activities, and protection of information against espionage, personnel against subversion and installations or material against sabotage. Specific responsibilities include—

(1) Planning and implementing through intelligence and other military and civil agencies, all active and passive measures designed to counter or neutralize hostile espionage, sabotage, and subversive activities.

(2) Planning, in coordination with other staff officers, methods and procedures for deceiving the enemy, and conducting counterintelligence phases of such operations.

(3) Conducting such investigations as may fall within the purview of (1) above, including loyalty investigations of military and civilian personnel, United States or alien.

d. *Miscellaneous.*

(1) Intelligence aspects of—

(a) Guerrilla activities.

(b) Psychological warfare to include estimating the effectiveness of own and enemy psychological warfare operations and assisting in the planning and supervision of training activities concerning defense against enemy propaganda.

(c) Employment of mass destruction weapons (includes nuclear and CBR) to include enemy employment and capabilities, and enemy reaction to our own employment.

(d) Barrier and denial operations.

(e) Deception operations.

(2) The preparation of plans and policies and the general staff direction and coordination of military mapping activities including acquisition, production, reproduction, and distribution of maps, and recommendations for the assignment of topographic troops.

(3) Planning and supervising intelligence and counterintelligence training of the intelligence section and, in coordination with the operations officer, such training within the command.

e. Staff Relationships. Figure 17 shows staff relationships in selected activities in major areas of responsibility of the intelligence officer.

See figure 17 at back of book.

Section V. ASSISTANT CHIEF OF STAFF, G3 (OPERATIONS)

3.7. General

a. The assistant chief of staff, G3 (Operations) is the principal staff assistant in matters pertaining primarily to organization, training, and operations. Fundamental considerations governing staff actions of operations officers are—

(1) The command mission must be accomplished with maximum speed and minimum expenditure of resources insofar as political objectives and limitations imposed by higher headquarters permit.

(2) In the conduct of tactical operations, command and staff action time is reduced to a minimum.

b. Doctrine on operations is contained in FM 100-5.

3.8. Major Areas of Responsibility

a. Organization.

(1) Compilation and maintenance of the troop list, including continual review and revision to insure the number and type of units assigned are those which can best accomplish and support the mission.

(2) Recommending the organization and equipping of units, including numbers and types of units to be organized and priority for phase in or replacement of personnel and equipment in those units.

(3) Requesting assignment or attachment of tactical and tactical support, and administrative support units or teams, including unit replacements, and in accordance with priorities established by the commander, and in coordination with appropriate staff officers, allocating these units or teams to the requirements of the command.

(4) Reception of units or teams including such orientation, training, and reorganization as may be required.

(5) Mobilization and demobilization of units which includes the activation and deactivation of units within the active Army.

b. Training.

(1) Preparation and execution of training programs, directives, orders and the planning and conduct of field exercises.

(2) Determination of requirements for procurement and distribution of training aids and facilities.

(3) Determination of requirements for allocation of training ammunition.

(4) Planning and conducting training inspections and tests.

(5) Organization and conduct of schools.

(6) Compilation of training records and reports.

c. Operations.

(1) Preparation of the operation estimate.

(2) Preparation and publication of operation plans and orders, and supervision and coordination of the execution of tactical and tactical support operations.

(3) Integration of fire and maneuver.

(4) Recommendation for allocation of nuclear, chemical, and biological weapons to subordinate units.

(5) Recommendation for the prescribed nuclear load for assigned and attached units.

(6) Recommendation for priorities of personnel allocations, supplies, and equipment for tactical and tactical support units.

(7) Recommendation for the basic load for tactical and tactical support units.

(8) Review of plans for the following operations; fire support, air defense, barrier, de-

(2) Supervises all recreational activities to include entertainment programs, library service, service clubs, crafts shops, sport activities, and when directed, establishment and operation of rest, recreation, and leave facilities.

(3) Plans and recommends requirements for, and employment of, special services units and personnel.

(4) Supervises the determination and control of special services items of supply and equipment including quantities to be procured, requisitioned, and stocked; control of issues, and disposition of station excesses.

(5) Assists in preparing policy directives pertaining to the operation of special services activities.

(6) Exercises staff supervision over all recreational motion picture operations and the distribution of entertainment motion picture films.

(7) Prepares and supervises training programs of special services units under his operational control.

(8) Makes technical inspections of special services supplies and equipment to include organizational maintenance of such supplies and equipment.

(9) Coordinates the activities of civilian communities and/or agencies assisting in the Army recreation program.

3.27. Air Defense Officer

The air defense officer—

a. Advises on the use of air defense means.

b. Studies and evaluates enemy air defense capabilities, and advise Army aviation and other service agencies on measures to counter or evade.

c. Insures coordination of Army air defense operations with theater joint air defense command, air defense elements of other Services, and Allies in the area of operations.

d. Determines requirements for air defense units and recommends their allocation to subordinate Army units.

e. Recommends the allocation of nuclear weapons for air defense missions and, after coordination with G4, recommends the prescribed nuclear load for air defense units.

f. Prepares the air defense plan.

g. Prepares the air defense SOP.

h. Prepares and exercises staff supervision of training programs for air defense units of the command, and furnishes technical advice on air defense training.

i. Plans and coordinates the use of the air space with aviation and other staff members as appropriate.

3.28. Armor Officer

The armor officer—

a. Advises on the use of armor.

b. Determines requirements for the various types of armor units and equipment, and recommends their allocation to subordinate units.

c. Assists in preparing plans and orders for the use of armor and for antitank defense.

d. Inspects armor units as directed.

e. In coordination with the intelligence officer, collects armor information; studies and evaluates enemy armor materiel, tactics, techniques, and capabilities; and disseminates armor intelligence, including technical intelligence information, through appropriate intelligence agencies and recommends changes in tactics and techniques that may result from study of enemy armor equipment or tactics.

f. Maintains a tank trafficability map of the area of operations.

g. Assists in preparing and supervising the training programs for armor units.

h. Advises and assists technical service officers on problems peculiar to the equipment and employment of armor.

3.29 Artillery Officer

(The responsibilities as listed herein are those of an artillery officer of a corps or higher headquarters staff. The artillery officer on a division headquarters staff has these same responsibilities applied to *all fire support*.)

The artillery officer—

a. Advises on matters pertaining to surface-to-surface fire support, and on deception operations by artillery.

b. Studies and evaluates enemy artillery capabilities.

c. Determines requirements for all types of surface-to-surface artillery units and recommends their allocation to subordinate units.

d. Provides information on the status of artillery ammunition on hand; recommends the artillery ammunition required supply rate;

provides an estimate of the adequacy of the artillery ammunition available supply rate; recommends the allocation of the artillery ammunition available supply rate to subordinate commands.

e. Recommends the allocation of nuclear weapons for surface-to-surface missions and the prescribed nuclear load for artillery units, subordinate units, supply points, and depots, as appropriate.

f. Assists in the preparation of operation plans and orders to include preparation of the artillery fire plan.

g. Prepares and supervises training programs of the artillery units of the command, and exercises technical supervision over artillery training throughout the command.

h. Coordinates artillery survey within the command and with higher and adjacent commands.

i. Provides for target analysis and damage assessment of nuclear fires employed by own forces.

3.30. Army Security Agency (ASA) Officer

The ASA officer—

a. Advises on communications and electronic intelligence, communications and electronic security, and those electronic warfare activities which are the responsibility of USASA.

b. Determines requirements for the various types of USASA units and recommends their allocation to subordinate units.

c. Assists in the preparation of operation plans and orders to include the preparation of the communication-electronic countermeasures appendix and imitative communication deception appendix for inclusion in the electronic warfare annex.

d. Inspects USASA units as directed.

e. Advises and assists technical service officers on problems peculiar to the equipment, disposition, and employment of USASA units.

f. Advises and assists appropriate staff officers on matters pertaining to communications and electronic security and communications cover and deception.

3.31. Aviation Officer

The aviation officer—

a. Advises on Army aviation matters and exercises staff supervision over technical and

flight aspects of administration, training, safety and operations of Army aviation units.

b. Maintains liaison with aviation staffs of higher and lower headquarters and with adjacent and supporting units.

c. Prepares and supervises the Army aviation portion of the training program and exercises staff supervision of Army aviation training in the command.

d. Plans and supervises the following Army aviation operations:

(1) Employment of Army aviation in tactical operations.

(2) Establishment and operation of the Army air traffic control system.

e. Assists the staff in preparing Army aviation portions of estimates, plans, orders, and reports and is responsible for the aviation portion of the air movement plan for airmobile operations.

3.32. Chaplain

The chaplain—

a. Advises on religion, morality, morale as affected by religion, and the use of chaplains in the command, and furnishes information, estimates, recommendations, and plans within these fields.

b. Coordinates religious ministrations of the command.

c. Assists in integrating the principles of good citizenship and moral behavior into the command. Assists the operations officer in the implementation of character guidance instruction in the training program.

d. Supervises and coordinates personnel and training matters pertaining to chaplains, including character guidance instruction and training conferences.

e. Establishes and maintains necessary liaison with various churches, civilian and religious organizations, and other organizations that assist in promoting religion and morality in the Army, and coordinates their religious activities within the command.

f. Establishes and maintains liaison with the chaplains of higher, adjacent, and subordinate headquarters and with chaplains of other services and forces of allied nations, when appropriate.

g. Coordinates religious ministrations to

prisoners in confinement or arrest, prisoners of war, and civilian internees.

3.33. Chemical Officer

The chemical officer—

a. Provides advice on Chemical Corps matters including the planning and coordination of the use of chemical, biological, and radiological agents, weapons and munitions by the various arms.

b. Supervises the determination of requirements for, and the requisitioning, procurement, distribution, storage, and documentation of, Chemical Corps supplies, munitions, and equipment.

c. Plans and recommends requirements for, and employment of, chemical troops.

d. Prepares and supervises training programs of chemical units under his operational control, and exercises technical supervision over chemical training throughout the command.

e. At division level, supervises the Chemical, Biological, and Radiological Center (CBRC).

f. Plans and supervises the following chemical, biological, and radiological operations:

(1) Monitoring and decontamination of contaminated areas.

(2) Use of chemical (toxic, smoke, flame, and incendiaries) and biological agents in tactical operations.

(3) Chemical and radiological surveys.

(4) Operation of maintenance and repair facilities and clothing impregnating plants; and field-filling of Chemical Corps munitions.

(5) Technical inspection of Chemical Corps equipment and supplies, to include the organizational maintenance of such equipment and supplies.

(6) Recovery, evacuation, maintenance, and reclamation of Chemical Corps materiel beyond the capabilities of using units.

(7) Examination and processing of captured chemical, biological, and radiological materiel.

(8) Technical intelligence pertaining to chemical, biological, and radiological warfare.

(9) The equipment status reporting system within his area of responsibility.

g. Advises on chemical, biological, and radiological defense.

h. Assists in planning chemical participation in barrier and denial operations.

i. Exercises technical supervision of chemical, biological, and radiological operations to include—

(1) Prediction of fallout.

(2) Prediction of casualty-producing effectiveness and degree of hazard of CBR agents.

(3) Planning and coordination of CBR surveys.

(4) Maintenance of CBR situation map.

(5) Dissemination of CBR contamination charts as required.

3.34. Dental Surgeon

The dental surgeon—

a. Advises on the dental service of the command.

b. Advises on the dental health of the command.

c. Plans and supervises operation of the dental service in subordinate units.

d. Determines the needs for dental supplies and equipment.

e. Prepares reports on the dental activities of the command.

3.35. Engineer

The engineer—

a. Advises on engineer matters.

b. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of engineer equipment and supplies.

c. Makes plans and recommendations pertaining to requirements for, and employment of, engineer troops.

d. Prepares and supervises training programs for the engineer units under his command or operational control.

e. Exercises technical supervision over engineer activities throughout the command.

f. Plans and supervises engineer operations pertaining to—

(1) Construction, maintenance, and repair of roads, trails, highways, bridges, and inland waterways, as well as construction and major repair of railways, cableways, and tramways.

(2) Construction and major repair of military pipeline systems.

(3) Construction, maintenance, rehabilitation, and repair of camps, cantonments, ware-

houses, hospitals, and structures of every character (except signal communication), airfields, harbors, permanent fortifications, and all means of river crossing including tactical, fixed, and floating bridges, boats, rafts, and assault bridging.

(4) Barrier and denial operations to include advising the operations officer concerning implementation; supervising the technical aspects of employment; preparing of plans and orders; and as appropriate, assisting in the location and construction of obstacles requiring special skill and equipment (including atomic demolition munitions).

(5) Amphibious operations to provide tactical and tactical support in offensive and defensive actions on the beach or in shore areas to include assistance in lifting tactical units in landings on hostile shores, and shore party support.

(6) Construction, maintenance, repair, and operation of utilities, including water supply systems, fixed bathing installations, and portable and fixed electric power plants including nuclear power plants.

(7) Fire protection at camps, depots, ports, hospitals, and airfields.

(8) Acquisition, administration, and disposition of real estate.

(9) Procurement, reproduction, and distribution of maps and map substitutes.

(10) Camouflage and deception measures to include preparation of instructions on camouflage and deception and the use of camouflage and deception materials.

(11) Engineer reconnaissance, field surveys, mapping projects, preparation of terrain studies, natural resources and environmental studies, and providing ground control support for artillery.

(12) Demolitions, including atomic demolition munitions (ADM).

(13) Generation of certain gases such as acetylene and liquid oxygen for missiles.

(14) Classification of roads and bridges as indicated by their physical condition; preparation and posting of permanent signs for route marking and traffic control on temporary and permanent routes; issue of materials to military police units for preparation and posting of temporary signs on temporary and permanent routes.

(15) Insect and rodent control and fumigation of buildings.

(16) Operation of engineer maintenance facilities to include on-site maintenance at fixed air defense installations.

(17) Technical inspection of engineer equipment and supplies to include organizational maintenance.

(18) Recovery, evacuation, maintenance, and reclamation of engineer material beyond the capabilities of using units.

(19) Examination, exploitation, and processing of captured engineer supplies.

(20) Engineer technical intelligence.

(21) The equipment status reporting system within his area of responsibility.

3.36. Finance and Accounting Officer (Finance Officer in Tactical Commands)

a. The finance and accounting officer—

(1) Recommends procurement and employment of finance personnel.

(2) Furnishes financial data and advice, and assists in preparing estimates, recommendations, plans, and reports relating to finance matters.

(3) Performs financial accounting functions as prescribed, including fiscal, cost, and finance property accounting and including the certification of availability of funds.

(4) Prepares and certifies civilian payroll, travel, commercial, and other vouchers or claims.

(5) Disburses money determined to be due, making cash and check payments, and issues U.S. savings bonds.

(6) Receives and deposits government funds.

(7) Advises on nonappropriated fund accounting and financial matters.

(8) Prepares, analyzes, and presents financial data for management purposes.

(9) Administers and executes collection policies and procedures in coordination with other staff officers.

b. The functions in a above, except cost and financial property accounting, are performed by finance officers in division and higher tactical organizations.

c. The finance and accounting officer at major

administrative command levels is also responsible for—

- (1) Processing reports of survey.
- (2) Savings and life insurance programs.
- (3) Establishing and maintaining banking facilities.

(4) Providing currency of types necessary for operation.

(5) Consolidating, analyzing, and presenting to the commander summary financial data furnished by subordinate units, and forwarding consolidated reports of such data.

(6) Accounting required by the command headquarters including operating agency fiscal accounting and, as required, fiscal station accounting in support of the headquarters.

d. When not functioning as a finance and accounting officer, the finance officer performs all of the activities listed in *a* and *c* above associated with the receipt and disbursement of public funds and in addition, functions as directed by the commander.

e. Finance officers at army group and corps headquarters have limited administrative duties. They act as advisers. The responsibilities of the finance officer of an independent corps are identical to those of a field army finance officer.

3.37. Headquarters Commandant

The headquarters commandant—

a. Exercises operational control over headquarters troops not assigned or attached to subordinate commands.

b. Is responsible for—

- (1) Local security of the headquarters.
- (2) Arrangement and movement of the headquarters.

(3) Supervision of training and morale activities of headquarters personnel and casualties.

(4) Supervision of headquarters mess and supply.

(5) Messing and quartering of personnel of the headquarters and casualties.

(6) Reception and accommodation of visitors to the headquarters.

(7) Supervision of motor transportation organic to, or allocated for, use by the headquarters.

(8) Provision of protective areas for casualties and personnel of the headquarters.

3.38. Historian

The historian—

a. Advises on historical activities of the command and assists in planning historical coverage.

b. Assembles material necessary to write a comprehensive and accurate history of the unit and to support the prescribed Department of the Army historical program.

c. Prepares special studies based on assembled material.

d. Supervises the collection, preservation, and disposition of historical records and properties.

3.39. Information Officer

The information officer—

a. Advises the commander and staff on all aspects of troop information, public information, and command relations with the public. He may serve as a member of the personal staff group.

b. Coordinates and supervises all public information functions within the command and all troop information to include: information planning; dissemination of troop information; publication of Army newspapers and other information media; and operation of troop information broadcast stations and networks in overseas commands.

c. Disseminates information pertaining to the command to appropriate information media in accordance with established command and security policies.

d. Plans positive and continuing public relations programs to gain and maintain public understanding, good will, and support.

e. Maintains liaison with, receives, escorts, and controls certain activities of, civilian and military information media representatives, and assists them in obtaining and clearing material relating to the command.

f. Observes and analyzes trends in public opinion.

g. Insures that material for public release has been reviewed for security clearance under established policies.

h. Prepares the public information and troop information portions of standing operating procedures and of operation plans and orders.

i. Makes recommendations for the training and using of personnel assigned to information duties.

3.40. Inspector General

The inspector general—

a. Inquires into and reports upon matters which pertain to the performance of the mission, state of discipline, efficiency, and economy by conducting inspections, investigations, surveys, and studies as directed by the commander and as prescribed by law and Army Regulations.

b. Consults all staff sections, prior to making inspections, to obtain special items for attention of inspection personnel and to obtain technical assistance.

c. Advises staff sections concerning matters noted during inspections and furnishes them with copies of extracts of inspection reports of direct interest to the staff section.

d. Receives, investigates, and reports upon allegations, complaints, and grievances of individuals and agencies.

e. Recommends remedial action to correct deficiencies and delinquencies noted in inspections or investigations.

f. Advises the commander concerning the releasability of information from Inspector General reports of inspection or investigation.

g. Is under the immediate direction and control of the commander of a command, installation, or activity on whose staff he serves.

3.41. Liaison Officer

The liaison officer's primary duty is to maintain continuity in the exchange of information and to promote cooperation and coordination of effort by personal contact between two or more headquarters or agencies. A discussion of liaison activities is contained in chapter 9, section IV.

3.42. Ordnance Officer

The ordnance officer—

a. Advises on ordnance matters.

b. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of, ordnance equipment, supplies, and ammunition, including missiles and nuclear weapons.

c. Makes plans and recommendations pertaining to requirements for, and employment of, ordnance troops.

d. Prepares and supervises training programs of ordnance units under his command or operational control, and exercises technical supervision over ordnance activities throughout the command.

e. Advises on all aspects of ordnance materiel and service, including the characteristics, capabilities, limitations, and standards of serviceability of materiel, approved methods of operation, preventive maintenance, and the supply situation.

f. Plans and supervises the following ordnance operations:

(1) Recovery, evacuation, and maintenance of ordnance material beyond the capabilities of the using units.

(2) Instruction of using personnel in organizational supply and maintenance of ordnance equipment and supplies.

(3) Technical inspection of ordnance supplies, equipment, and munitions including missiles and nuclear weapons, and including organizational maintenance of such supplies, equipment, and munitions.

(4) Collection and reclamation of captured or abandoned ordnance supplies, equipment, and ammunition.

(5) Operation of the Army explosive ordnance disposal service, and ballistic and technical service.

(6) Technical intelligence.

(7) The equipment status reporting system within his area of responsibility.

3.43. Provost Marshal

The provost marshal—

a. Advises on the maintenance of order and discipline and the enforcement of laws, orders, and regulations.

b. Plans and recommends requirements for, and supervises the employment of, military police troops.

c. Prepares and supervises training programs of military police units under his operational control and for military prisoners and prisoners of war, and exercises overall technical supervision of military police training within the command.

d. Exercises technical supervision over, and

coordinates activities of, military police of the command.

e. Plans and supervises the following military police operations:

(1) Confinement, care, and rehabilitation of military prisoners in stockades, rehabilitation training centers, and hospital prison wards.

(2) Collection, evacuation, processing, internment, care, treatment, discipline, safeguarding, utilization, education, and repatriation of enemy prisoners of war.

(3) Processing, internment, care, treatment, discipline, safeguarding, utilization, education, and repatriation of those civilians who are interned by, and are the responsibility of, the U.S. Army.

(4) Control of circulation and identification of military personnel and, in coordination with G5, similar control of civilian population.

(5) Apprehension of military offenders and of civilians who commit offenses in areas under military jurisdiction.

(6) Control of traffic, including the preparation and posting of temporary signs for route marking and traffic control on temporary and permanent routes.

(7) Prevention and investigation of crime.

(8) Protection of government property, including the prevention of pilferage of equipment and supplies in transit and in storage.

(9) Measures for aid to military or civil authorities in civil disturbances and disasters to include coordination of these measures.

(10) Operation of branch enemy prisoner of war and civilian internee and American prisoner of war and civilian internee information centers in theaters of operations.

3.44. Psychological Warfare Officer

The psychological warfare officer—

a. Advises the commander, staff and units on psychological activities and psychological warfare operations.

b. Exercises operational control over all psychological warfare units and personnel not assigned or attached to subordinate units.

c. Coordinates psychological warfare operations.

d. Prepares and supervises training programs for psychological warfare units under his operational control, and exercises technical

supervision over psychological warfare training throughout the command.

e. Plans and supervises psychological warfare operations, including—

(1) Preparation and dissemination of plans, directives, orders, and requests.

(2) Dissemination of area studies, research reports, and other pertinent information to interested action agencies.

(3) Formulation of research and intelligence requirements and the submission of such requirements to G2.

(4) Further evaluation of intelligence and the preparation of the psychological warfare estimate.

f. Provides advice on the effect of hostile psychological warfare operations, and disseminates this evaluation for use in troop information and public information.

g. Coordinates with representatives of other agencies concerned with informational activities in the area.

h. Advises on requirements of the command for trained psychological warfare units, personnel, equipment, supplies, and research.

i. Prepares and supervises plans for psychological support of unconventional warfare operations.

j. Provides technical advice and assistance in the reorientation of defectors and prisoners of war.

k. Assists in foreign military psychological warfare training, and in coordination of allied psychological warfare operations.

3.45. Quartermaster

The quartermaster officer—

a. Advises on matters pertaining to quartermaster activities.

b. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of, quartermaster supplies and equipment.

c. Plans and recommends requirements for, and employment of, quartermaster troops.

d. Prepares and supervises training programs of quartermaster units under his command or operational control, and exercises technical supervision of the quartermaster aspects of training of the command.

e. Exercises technical supervision over quartermaster activities throughout the command.

f. Plans and supervises the following quartermaster operations:

(1) Planning for and operation of installations to include—

(a) Troop labor pools.

(b) Petroleum products laboratories, tank farms, and pipelines.

(c) Cam and drum manufacturing, reclamation, cleaning, and filling facilities.

(d) Laundry and dry cleaning, mobile bath units, and facilities for disinfestation of clothing and equipment.

(e) Bakery and refrigeration facilities; gardens and farms; sales stores and commissaries.

(f) Baggage warehouses and personal effects depots.

(g) Exchange facilities until Army-Air Force Exchange Service establishes nonappropriated exchange service.

(2) Preparation and packaging of supplies and equipment for air delivery by parachute or free fall.

(3) Purchasing and contracting (in absence of a general procurement board, central purchasing authority, or purchasing officer).

(4) Graves registration activities.

(5) Technical inspection of quartermaster supplies and equipment within the command to include organizational maintenance of such supplies and equipment.

(6) Recovery, evacuation, maintenance, and reclamation of quartermaster materiel beyond the capabilities of using units, including parachutes.

(7) Direction and supervision of the food service program.

(8) Examination and processing of captured quartermaster supplies and equipment.

(9) Salvage service for abandoned materiel and supplies of all types except for specified items of other technical services.

(10) Quartermaster technical intelligence.

(11) The equipment status reporting system within his area of responsibility.

3.46. Signal Officer

The signal officer—

a. Advises on signal matters, including communication security, signal communications, location of headquarters, location of area signal

centers, and the use of signal activities for deception.

b. Supervises the determination of requirements for, and the requisitioning, procurement, storage, distribution, and documentation of signal equipment and supplies.

c. Plans and recommends requirements for, and employment of, signal troops.

d. Prepares and supervises training programs of signal units under his operational control and exercises technical supervision over signal training of the command.

e. Exercises technical supervision over signal and communication activities throughout the command.

f. Allocates frequencies and controls the use thereof.

g. Takes the following action on electronic warfare—

(1) Advises the commander and staff on matters pertaining to electronic warfare support.

(2) Prepares the electronic warfare plan (including EW annex to operations order), and supervises electronic warfare operations to include communication transmission security, coordination of frequency allocation, control of electromagnetic radiation, and provision of positive procedures for control of jamming.

(3) Coordinates electronic warfare plans and operations with G2, G3, artillery, air defense, army aviation, army security agency, higher, lower, and adjacent headquarters, and supporting services.

h. Plans and supervises the following signal operations:

(1) Installation, operation, and maintenance of the area signal communication system and the installation and maintenance of special purpose communication systems.

(2) Communication systems, including Army aviation electronics and communications, to insure compliance with established communication security regulations.

(3) Still and motion picture photographic services pertaining to operations and training.

(4) Reproduction of aerial photos made for Army use, and operation of film libraries and film equipment exchanges.

(5) Operation of signal supply, maintenance, and repair facilities, except in the airborne division.





